

# FINANCIAL TIMES

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WEDNESDAY FEBRUARY 4 1998

### WORLD NEWS

#### Germany set to launch jobs scheme to ease unemployment

Germany's coalition government reached a broad agreement on a job creation deal for long-term and young unemployed, in a bid to defuse public anger over the country's jobless crisis. Page 2

**EU calls for worker dialogue**  
Employers in the European Union have been warned by the European Commission that they must agree soon to negotiate a deal on improving dialogue with workers or risk having legislation imposed on them. Page 2

**20 killed in cable car crash**  
Twenty people were killed after a cable car fell from a mountain peak in the Italian Dolomites. The cable car was travelling from the town of Cavalese to the top of Cermis mountain, a popular ski resort. Page 2

**Italian tax fraud trial begins**  
Italy's former prime minister, Silvio Berlusconi, went on trial on tax fraud charges linked to the purchase of land around his family villa near Milan. Page 2

**Call for water charges**  
The European Commission is pressing Ireland to fall into line with other European Union member states by introducing domestic water charges. Page 3

**Greek consensus on euro**  
A consensus on European economic and monetary union is emerging between moderates in Greece's Socialist government and conservatives who back the government drive for membership of the euro by 2001. Page 3

**Turkish PM hints at elections**  
Turkish prime minister Mesut Yilmaz said he might be forced to call general elections in September, contradicting earlier statements that he would remain in office until 2000. Page 2

**Arabs lukewarm on air strikes**  
US efforts to secure Arab backing for possible air strikes against Iraq seem to have won a lukewarm response. Page 6

**Clinton accused over budget**  
US Republicans accused the Clinton administration of submitting a 1998 budget which violated previous agreements, while imposing the highest level of federal taxation on the American people since 1945. Page 9

**Nuclear ship warning**  
Caribbean governments said the passage through the region of the Pacific Swan, a UK flag vessel which is carrying nuclear waste from Europe to Japan, was a danger to the area. Page 6

**Castro rejects US food plan**  
Cuban President Fidel Castro has rejected a proposal for the US to send food and medicine donations to Cuba while maintaining its economic embargo. Page 9

**Israel prepares for attack**  
Benjamin Netanyahu, the Israeli prime minister, has allocated \$800m to boost military and civil defence in case of an Iraqi missile attack on Israel. Page 6

**BJP pledges to put India first**  
India's Bharatiya Janata party pledged to put "India first" in a nationalist election manifesto which foresees a "small role" for foreign investment. Page 4

**Indonesians riot as prices soar**  
Rising inflation sparked riots in the Indonesian city of Malang in Java, signalling a rapid spread of anger over the country's economic downturn. Page 4

**Poachers threaten king beetle**  
The British stag beetle is set to join the elephant and rhinoceros in the pantheon of protected species, as ministers seek to thwart a lucrative international trade in the endangered insect. Page 14

### BUSINESS NEWS

#### Matif exchange hit by strike over electronic trading plans

A strike by self-employed traders protesting against reforms linked to the introduction of electronic trading disrupted activity on Matif, the French futures and options exchange. Fewer than 100,000 contracts were traded on the first day of the strike on Monday, and only 150,000 contracts changed hands yesterday compared with an average daily volume of 275,000. Page 15

**Dresdner Bank, Germany's second biggest, announced the purchase for an undisclosed sum of Kleinwort Benson Iberfomento, a Madrid financial firm in which Kleinwort, Dresdner's merchant banking unit, took a 50 per cent stake in 1991. Page 17**

**Reuters shares fell 5 per cent in London from 548 to 520, bringing to £1.7bn (\$2.7bn) the fall in its market value since the financial data company disclosed it faced an industrial espionage inquiry in the US. Page 9; London stocks, Page 30**

**Schroeders, the London-based investment bank, has been chosen by the Polish government to advise on and arrange the flotation of the country's state telephone operator, Telekomunikacja Polska. Page 16**

**Roostekom, Russia's dominant telephone operator, saw strong growth in long-distance and international traffic last year, providing evidence that the economy may be rebounding faster than believed. Page 2**

**Heidelberg Druckmaschinen, Germany's world's biggest printer, has signed a preliminary \$2.6bn deal to supply 76 aircraft to Spanish national airline Iberia - its largest single European order. Page 8**

**Casinos, the trade body for western Europe's machine tool industry, forecasts that output will expand by 6 to 7 per cent this year on an uptick in factory investment across Europe plus strong US demand. Page 8**

**Airbus Industrie, the European aircraft maker, has signed a preliminary \$2.6bn deal to supply 76 aircraft to Spanish national airline Iberia - its largest single European order. Page 8**

**The Norwegian central bank launched an international bid contest by seeking tenders for equity portfolio on behalf of the NRK14bn (\$15.4bn) Government Petroleum Fund. Page 16**

**Fauchon, the French delicatessen business, disclosed that current owner Martine Premat had conditionally agreed to sell control to Societe Waldo, a Paris investment bank. Page 16**

**PacificCorp challenged potential rivals for Energy Group, announcing a new recommended offer valuing the UK-based power and coal group at \$4.05bn (\$6.6bn). Page 20; Lex, Page 14**

**The US will establish a special enforcement panel to monitor access to Japan's photo film market now the World Trade Organization has ruled against the US in its dispute with Tokyo.**

**Sunlife, one of Japan's largest banks, could have to pay up to 10 per cent interest on securities it plans to issue in the next few days. Page 15**

**Union Bank of Switzerland won overwhelming shareholder approval for its merger with Swiss Bank Corporation. Page 15**

**Investors poured into Malaysia's stock market yesterday, pushing the key index up 23 per cent. Page 6; World stocks, Page 34**

## Big Six face Brussels quiz over profits from auditing

By Jim Kelly, Accountancy Correspondent

The European Commission has sent a confidential questionnaire to the Big Six accountancy firms seeking detailed information on their profits from statutory audits.

The inquiry aims to establish to what extent the firms discourage competitors in the statutory auditing business by setting artificially low prices. It is part of the Commission's wider antitrust investigation into the proposed mergers between Coopers & Lybrand and Price Waterhouse, and KPMG and Ernst & Young.

Answers to the 36 questions should reveal whether the firms "lowball" - offer to do audits for less than cost - and recoup their losses later, either from services such as tax or management consultancy or from increased audit fees over several years.

"These questions are very sharp," said one international regulator. "They go for the jugular. Van Miert [the competition commissioner] wants to know if the Big Six audit market is closed - and whether it is growing."

If the Commission decides the firms have been excluding competitors from the audit of big companies, it could insist on much more intrusive regulation before allowing the mergers to go ahead.

It appears from the questions that the Commission is also concerned about how far the Big Six control self-regulation - in the accounting profession and whether this will continue in a less competitive market. The firms have been given until February 9 to return the completed questionnaires. They can elect to designate the data as

"business secrets" to preserve the confidentiality of what would be enormously sensitive commercial information.

Some observers believe Mr Van Miert is using the inquiry as a "fishing expedition" to investigate the pricing strategies of the Big Six firms. However, the questionnaire will inevitably be seen as a signal of serious concern.

Senior accountants said there were doubts the firms could produce the data required because audit was not accounted for separately in many instances.

The Commission, which can fine firms that do not reply, wants to know:

- How they work out the cost of audits for multinational companies. It also wants copies of the last five tenders made for new audit clients;

- How the firms measure profitability in auditing, with figures for the last five years from all their member firms within the European Economic Area. It also wants the same figures for the other service lines such as tax and management consultancy;

- How much the firms charge in fees at each company they audit with sales of more than Ecu500m (\$555m);

- How the post-tax profits from the audits are shared out between staff and partners;

- Where the Big Six get their audit staff from, and how mobile skilled staff are between the firms;

- How much it would cost to get into an auditing market, such as bad auditing, from scratch;

- How often so-called "second-tier" firms outside the Big Six can break into the market, or get pushed out by the global firms.

Chilean firm defects, Page 18

## Malaysia lets foreign workers stay



World Bank president James Wolfensohn on a visit to Malaysia, which has decided against repatriating Indonesian workers to help avoid aggravating the situation in Indonesia. Mr Wolfensohn had expressed fears about the effects of the Asian economic crisis on poverty and unemployment. Page 4

## DTB surges ahead of Liffe in key 10-year bund futures

By Edward Luce in London

Germany's leading derivatives exchange has struck another blow against its London rival in the battle to control the European futures and options market before economic and monetary union next January.

The Frankfurt-based exchange - the Deutsche Termin Börse - for the first time last month overtook its London competitor in the most traded derivatives contract in Europe, the German 10-year government bond future.

DTB took a 58.5 per cent share in trading of the German 10-year government bond future last month. The contract is considered a vital battleground to decide which exchange dominates the market in derivatives trading after Ecu. Derivatives are contracts based on underlying cash markets such as bonds, interest rates and currencies.

"Liffe is now in serious trouble over the German bund contract," said Neil Meharg at Tullet & Tokyo, one of London's leading brokerage houses. "You could

even say it is in full retreat."

Until early 1997, Liffe won more than 70 per cent of trading in the German government bond future. Now Liffe members are expressing growing concern at the increased competitiveness of its German rival, the DTB, which recently formed an alliance with Soffex, its Zurich-based counterpart, and Matif in Paris, to trade common contracts on one electronic system, has embarked on an aggressive strategy to end Liffe's predominance before Ecu.

In spite of the success of DTB in the German bond future, Liffe still trades more contracts overall than the DTB, with more than 20m futures and options traded in January compared with more than 13m contracts on the DTB. However, the gap is narrowing, say traders. "Now that the DTB is winning on the short-term interest rates contracts and on options," said one London banker.

Liffe trades roughly the same number of contracts as its three main European rivals put together, but members say the exchange is increasingly hamstrung by its relatively high cost base. Its open outcry pit trading system requires much greater overheads than the DTB's electronic system.

Liffe says computer-based trading is less efficient and less liquid than the open outcry system. But the DTB has introduced software that enables dealers to execute complex - or multi-position - deals including manoeuvres currently dominated by Liffe. Nevertheless, Liffe still has more than a 95 per cent share in German bund options and more than 80 per cent of all interest rate contracts of countries likely to be part of the first wave of Ecu.

"DTB still has a very tough mountain to climb," said one London broker. "But once it has reached a critical mass like it has in the bund future, everyone starts switching over to the electronic system."

French traders strike, Page 15

## MORSE

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### Markets

#### STOCK MARKET INDICES

New York: Dow Jones Ind. 8065.86 (+21.92)

NASDAQ Composite 1,669.07 (+5.18)

Europe and Far East

CHICAGO 3,188.43 (+0.33)

DAX 4,322.52 (+0.71)

FTSE 100 5,612.8 (+13.8)

Nikkei 17,022.98 (+546.16)

US LEASING RATES

1-month 5.49%

3-month 5.22%

6-month 5.10%

1-year 5.07%

OTHER RATES

UK 3-6m 7.1%

UK 10 y 8.1%

France 10 y 6.1%

Germany 10 y 6.1%

Japan 10 y 5.5%

US TREASURY BIL. (3m)

Best Bid 5.17%

#### GOLD

New York: COMEX

Feb 528.8

London: 529.25

EXCHANGE RATES

New York: 1.6445

DM 1.814

FF 6.5685

Y 125.37

London: 1.6425

DM 1.819

FF 6.5685

Y 125.37

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## NEWS: EUROPE

## Germany to launch new jobs package

By Peter Norman in Bonn

The three parties in Bonn's coalition government reached broad agreement yesterday on a job creation package for long-term and young unemployed to defuse rising public anger over Germany's jobless crisis.

With newly militant groups representing the jobless threatening demonstrations in more than 200 towns tomorrow, coalition leaders met under the chairmanship of Helmut Kohl, the chancellor, to agree measures centring on the

employment by local authorities of 100,000 long-term unemployed.

The plans are due to be announced in parliament tomorrow after publication of official figures that are expected to show that seasonally unadjusted unemployment rose to between 4.8m and 4.9m in January - a new post-war high.

Günter Rexrodt, the economics minister, disclosed that the package would also support infrastructure investment, technical innovation and business people wanting to set up new companies.

However, Theo Waigel, the

finance minister, made it clear that the government was not planning a big Keynesian boost in public expenditure.

The idea is that local authorities should provide work for up to 100,000 long-term unemployed that they are already supporting through basic social security payments. They would cover some of the cost by cutting benefits of those who refuse job offers.

The package would also include subsidised training places for unemployed and unqualified school leavers. Support for new entrepreneurs and infrastructure is likely

to be a tidying up of existing incentive schemes, rather than a new initiative.

The opposition Social Democrats and the trade unions voiced scepticism about the plans. Rudolf Scharping, SPD leader in the Bundestag, the lower house of parliament, said that some of last year's Bundesbank profits, which are expected to be a record, should be used for retraining and subsidising employment.

Klaus Zwickel, leader of the powerful IG Metall trade union, said it was increasingly clear that the

government's achievement was to produce fewer rather than more jobs.

The federal statistics office announced yesterday that average employment fell by 1.3 per cent, or 465,000, to 34m last year. It was the sharpest rate of decline since 1993 and brought the loss of jobs since German unification in 1990 to 3.4m.

Meanwhile, Creditreform, a German business information group, forecast that company failures this year would increase to 36,000 from 34,100 in 1997 suggesting that more job losses are on the horizon.

## EU urges boost to worker dialogue

By Michael Smith in Brussels

Employers in the European Union have been warned they must agree soon to negotiate a deal on improving dialogue with workers or risk having legislation imposed on them.

Padraig Flynn, EU employment commissioner, is understood to have told the Unice and CEEP employer organisations he wants to meet them this month to discuss their final position on entering talks.

He has warned that the Commission will launch draft legislation if employers do not take up their right under the EU's "social protocol" arrangements to negotiate a deal with unions on information and consultation with employees.

Many employers oppose Commission plans for legislation to establish a "fundamental right" for workers to be consulted and informed on "strategic and economic" decisions likely to affect them.

They are backed by the UK government, holder of the EU's rotating presidency. It believes the proposals are unnecessary and would interfere with existing practices in Britain and other countries.

Under laws adopted by EU countries in the past few years, companies with at least 1,000 employees and operations in two or more countries must consult and inform their employees through "works councils" about strategic decisions.

The Commission wants to extend similar, though less prescriptive, obligations to smaller employers even if they operate in one country only. It has not specified the size of companies to be affected, but options include 50 or 100 workers.

Mr Flynn said in November that EU rules were needed because national legislation was not always capable of anticipating social problems arising from company decisions. He believes most states would support EU rules.

He thinks a deal between employers and unions would produce better results than legislation framed by the Commission, and has agreed to extend the consultation period beyond the six weeks initially suggested, to allow employers' organisations to talk to their affiliates.

Unice secretary-general, said many employers did not believe worker consultation was an EU issue. Some felt the Commission had ignored their views in an earlier consultation last June.

However, Unice had told its members it was in their interests to negotiate a deal and was waiting their views on whether to give Unice a mandate to talk.

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## Long distance growth for Rostelekom

By John Thornhill in Moscow

Rostelekom, Russia's dominant telephone operator, saw strong growth in long-distance and international traffic last year, providing fresh evidence that the economy may be rebounding faster than widely believed.

In an interview, Oleg Belov, Rostelekom's president, said inter-city traffic grew 12.2 per cent last year, reflecting an increase in both personal and business calls as well as higher levels

of data exchange. "This is a very good indicator because there has never been such a rate of growth in previous years. People have begun to talk more among themselves," Mr Belov said. "It indirectly confirms that the numbers contained in official statistics [showing a 0.4 per cent growth in gross domestic product last year] have real significance."

Economists have long drawn links between the frequency of telephone calls and broader business activity - especially in Russia, where much of the economy

goes unrecorded. The latest preliminary telephone traffic figures also highlight Russia's increasing integration into the world economy.

Mr Belov said incoming international calls grew by 5.6 per cent in 1997, highlighting increased foreign interest in Russia, while outgoing calls rose 19.7 per cent.

"For us this is a very optimistic, pleasant fact which shows that all the investments we have made in upgrading our network have been matched by increased demand," he said.

Mr Belov said Rostelekom

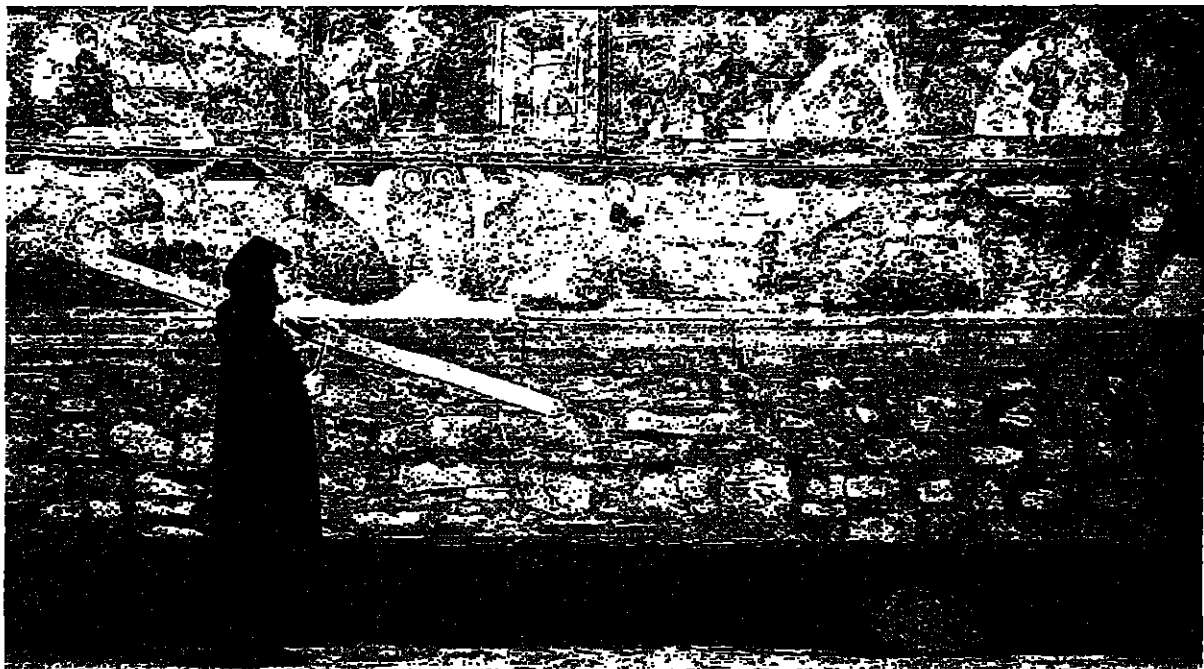
had invested about \$1.5bn since 1992 in expanding its network while the volume of calls was also stimulated by a lowering of tariffs.

Rostelekom, which has been partly privatised, accounts for 85 per cent of all Russia's long-distance and international traffic, but is facing increasing competition from independent and foreign operators.

Mr Belov said there was still enormous pent-up demand in the telecommunications market with 12m Russians waiting for a telephone installation. However, foreign investor

interest in the telecommunications sector was dealt a severe blow last month. Moscow City Telephone (MGTS), one of Russia's biggest regional telephone operators, threatened to exercise its right to increase its share capital by 50 per cent to the benefit of the city government.

"This is the first case when minority investors have got screwed in the telecoms sector and one has to worry about it," said Diana Zebener, a Russian equity analyst at Flemings, the London-based stockbrokers.



Tradition and poverty in a Romanian convent: A nun strikes a block of wood with a hammer as a call to prayer. Victor Munteanu

## Romanians forced to ponder cost of a dream cathedral

The Romanian Orthodox Church is, as its members like to point out, the second largest Orthodox community in the world and its leaders now feel that they should have a cathedral in Bucharest to match that status. But such grandiose plans have drawn some sharp public criticism, and focused attention on the less savoury aspects of the Church's recent past.

The original proposal was for a "Cathedral of the Nation's Salvation" to hold 11,000 worshippers. The complex was to include a 400-bed hotel and a 1,000-seat conference hall. Members of the government have expressed their support.

Critics accused the Church of having been carried away by envy of foreign cathedrals, especially the vast Cathedral of Christ the Saviour in Moscow, rebuilt in recent years on the initiative of the mayor, Yuri Luzhkov.

The Orthodox Christian Church originated in the Byzantine Empire and broke with the western Latin Church in the 11th century.

Orthodox believers are divided into separate national communities under their own patriarchs, the largest being Russia.

There are about 20m nominal Orthodox believers in Romania. There are more in Ukraine, but they are divided into several different allegiances.

The Romanian Church

modified its cathedral after public protests and the capacity was reduced to 5,000, but the other plans have so far remained unchanged.

Some churchmen shrugged off the criticism. "Romania is a powerful country, capable of paying the cost. We have to abandon our humility and show our pride," said one leading clergyman.

Bishop Teofan Sinaitul, Secretary of the Holy Synod, the governing body of the church, stresses that the cathedral is only a proposal.

But he noted: "For all Christian churches, the force of the symbol is absolutely necessary, and it is necessary for us to create a concrete symbol that Romania is no longer living under an atheist ideology."

The bishop acknowledges the argument that with the average salary of Romanians at around \$90 a month, it is not the moment to be building a religious complex at an estimated cost of up to \$130m.

However, he added: "None of Romania's churches has ever been built in a period of prosperity, because due to our tragic history, we've never had any."

The debate on the need for a new cathedral dates back to 1925, when Bucharest was elevated by the church to a status equal in principle to that of Moscow and the other Orthodox capitals. But

though Bucharest had many lovely churches, these were all small, reflecting both Romanian tradition and past poverty.

The debate on the cathedral thus became enmeshed with a wider psychological complex, which lingers to this day.

Professor Peter Derer of the School of Architecture in Bucharest said: "Before 1918, the Romanians of Transylvania came under the Habsburg imperial capitals, Vienna and Budapest, with their great palaces, churches and avenues."

"When the peoples of Transylvania became part of Romania, they came to Bucharest and found to their surprise that it was a picturesque town, no doubt, but without great architectural monuments."

He said this set off a desire to "monumentalise" Bucharest which had continued to this day and had some unfortunate consequences.

The most notorious was the work of the dictator Nicolae Ceausescu, who in the 1960s demolished much of Bucharest to build his Palace of the People and Avenue of the Victory of Socialism. Among the buildings destroyed were three famous monasteries and many churches.

Opponents of the new cathedral say the church did

not protest enough at the time against this sacrilege. This forms part of wider criticism of the hierarchy for collaborating with the Communist regime and especially with the Securitate, the secret police.

Mr Derer and other critics have suggested that rather than a new complex, the church should rebuild one of the destroyed monasteries as a new patriarchal headquarters.

A suitable site would be one of the wastelands of dust and rubble left undeveloped by the Ceausescu regime in the neighbourhood of the Palace of the People.

Not all priests are completely happy with the proposed cathedral, either. Father Iustin Marchis of the Stavropoleos church in Bucharest said the desire for a new cathedral was correct, but the timing was wrong given the economic suffering of ordinary people.

He said the first priority should be to rebuild parish churches to recreate local religious communities.

It worries him that the government embraced the project so quickly and that the state is so closely involved in it. "We need to go more slowly, and before doing anything, to pray, think and hold debates and competitions. A church cannot afford to make mistakes the way a government can."

Anatol Lieven

## Yilmaz hints at early Turkish election

By John Barham in Ankara

Mesut Yilmaz, Turkey's prime minister, yesterday admitted he may be forced to call general elections as early as September.

This runs contrary to his statements after taking power last summer that he would remain in office until 2000, the latest date by which elections have to be held.

Mr Yilmaz said in a Turkish newspaper interview yesterday: "There will be no elections for seven or eight months, but I cannot see further than that. There could be an election in eight or nine months."

He did not explain what made him change his mind, though most political and financial market analysts doubt his weak three-party coalition, which lacks a majority to push important reforms through parliament, could last much beyond the spring of 1998.

Analysts speculated the government might call early elections, after the constitutional court last month closed Welfare, the opposition Islamist party, for "conspiring" against the secular order. The Islamists hold the most seats in parliament and have a formidable electoral machine, but might not have time to regroup for early elections.

Mr Yilmaz, leader of the conservative Motherland party, apparently still sees the Islamists as his principal foe. He said: "Our biggest responsibility is to show the people do not need a political representative for their religious belief."

He warned that Welfare, which opinion polls show is tied in first place with Motherland with 21 per cent support, "cannot get that many votes, and if they do they cannot take office. If Welfare wants power it should adapt to the rules of the system."

However, Mehmet Sami, senior vice-president at ATA Securities, an Istanbul brokerage, said Mr Yilmaz's statement should not be taken at face value. "Yilmaz has not done much over the last six months. The people want results. I do not see how the current situation could benefit Motherland," he declared.

Last October, Mr Yilmaz said he needed to stay in office until 2000, long enough to introduce a three-year reform programme to cut the soaring inflation rate.

However, divisions in the government have blocked progress over privatisation and reform of the deficit-ridden social security system. Negotiations with the International Monetary Fund have made little headway.

Analysts say the government could improve its electoral fortunes if it lowered inflation and dislodged Tansu Ciller as leader of the rival conservative True Path party. This would allow Mr Yilmaz to take sole command of the centre-right, Turkey's political heartland.

## NEWS DIGEST

## President of Armenia quits

Armenia's president, Levon Ter-Petrosyan, announced his resignation yesterday after key supporters abandoned him, apparently over a territorial dispute with neighbouring Azerbaijan. Mr Ter-Petrosyan, who has led Armenia since independence in 1991, won another presidential term in 1996. Opponents charged that he rigged the polls.

He has lately found himself battling the prime minister, Robert Kocharyan, over policy towards Nagorno-Karabakh, the disputed Armenian-populated enclave in Azerbaijan. Fighting broke out between Azeris and Armenians over Nagorno-Karabakh in 1988, and thousands of people were killed before a fragile ceasefire took effect in 1994.

The Karabakh Armenians have declared independence as a prelude to eventual union with Armenia. But Mr Ter-Petrosyan urged concessions in the dispute, saying they would help Armenia repair its devastated economy and avoid international isolation. Mr Kocharyan accused the president of making too many concessions. The power struggle caused a split in Mr Ter-Petrosyan's ruling Republican bloc on Monday and prompted a defection of several senior officials, including the foreign minister, Alexander Arzumanyan, and the central bank chief, Bagrat Asatryan.

Reuters, Yerevan

## BERLUSCONI CHARGES

## Tax fraud trial starts

Italy's former prime minister, Silvio Berlusconi, went on trial yesterday on false accounting and tax fraud charges linked to the purchase of land around his family villa on the outskirts of Milan, judicial sources said. The opposition leader and 13 other people, including executives from his Fininvest empire, are accused of under-declaring the official purchase price of the land to avoid paying taxes.

The trial is one of three that Mr Berlusconi, 61, is facing. In separate cases, he is accused of establishing illegal slush funds and bribing tax inspectors. He has denied any wrongdoing. Last year, the media mogul was handed his first conviction - a 18-month sentence for false accounting in a case involving the acquisition of a film business by Fininvest. A judge said Mr Berlusconi, prime minister for seven months in 1994, had been found guilty but would not go to jail.

Reuters, Milan

## NUCLEAR POWER

## Reactor closure confirmed

The French government has confirmed the permanent closure of the controversial Superphénix nuclear reactor, the largest fast reactor ever built, dealing a blow to the country's powerful nuclear lobby. But in an apparently contradictory move, the older and smaller Phénix, France's other fast reactor, is poised to be restarted. This is to enable the pursuit of experiments that will help France to decide in 2006 how best to dispose of the waste from its extensive network of nuclear reactors. These generate about three-quarters of France's electricity.

The decisions put cabinet unity in the Socialist-led government of the prime minister, Lionel Jospin, under strain. Dominique Voynet, the Green environment minister, said she would have preferred Phénix not to be restarted. By contrast, Robert Hue, the Communist leader, said his party was against the closure of Superphénix.

Charles Millon, the former defence minister, now president of the Rhône-Alpes regional council where Superphénix is located, attacked the "dictat of a Green group which is necessary to the plural majority at the national level".

David Owen, Paris

## FRENCH TEACHERS

## Protests over cuts

Almost half the secondary school teachers in France went on strike yesterday to protest against the outspoken reform plans and personality of the education minister, Claude Allègre. The protests, called by the main secondary teachers' union, had little to do with pay and reflected a general insecurity in the teaching profession over cuts in government spending and the prospect of a shake-up. Mr Allègre has called the teachers' unions out of date and is ready to court unpopularity by decentralising education and linking the curriculum closer to the needs of the job market.

His stance, which appears to have cabinet backing, contrasts with the Socialist-led government's more cautious treatment of the unions in other areas. Yesterday's strike, observed on average by 40 per cent of the teachers, followed earlier strikes by primary school teachers over the way changes in their qualification requirements had created unfair pay differentials.

Robert Graham, Paris

## NATO EXPANSION

## Denmark ratifies admissions

The Danish parliament yesterday ratified the admission to Nato of the Czech Republic, Poland and Hungary, making Denmark the first alliance member to approve the enlargement. The three former Warsaw Pact members have been invited to join the 16-member Nato in 1999 and signed protocols of accession on December 16.

In a 97-17 vote, parliament ratified the text presented by the foreign minister, Niels Helveg Petersen. Ten opponents included members of two left-wing, anti-Nato parties which oppose the enlargement because in their view it could mean more nuclear weapons deployed in Europe.

AP, Copenhagen

## FINNISH PRIVATISATION

## Revenues may exceed target

Finnish state revenues from privatisations this year may exceed the Fm2.0bn (\$844m) target set out in the state budget, the finance ministry budget chief, Erkki Viitanen, said yesterday. The government budget does not specify where the Fm2.0bn would come from, but the amount is smaller than the privatisation plans already announced for this year. The government has already said it aims to raise Fm2.0bn-Fm3.0bn selling shares in Telecom Finland alone. It also wants to broaden ownership in a new group to be formed by merging Neste and Imatran Voima (IVO).

Also, without a specified schedule, it plans to privatise part of a holding company comprising banking groups Postipankki and Finnish Export Credit Ltd. Mr Viitanen said the government may continue reducing holdings in some other listed companies.

Reuters, Helsinki

## LITHUANIAN FLOTATION

## State to sell bank stake

Lithuania's finance ministry said yesterday it expected to sell the 96 per cent state-run Agricultural Bank to a strategic investor by the end of 1998. Agricultural Bank is the third largest bank in terms of assets, which were 1.45bn litas (\$364m) at the end of December. The bank's unaudited loss for 1997 was 29.5m litas.

He said an active marketing programme to sell the bank would be launched in May and an open tender was part of the move. "We are expecting to complete the sell off of the bank in the second half of 1998," he said. The government has chosen Deloitte & Touche, Nomura and Lithuanian brokerage Vilima to advise on the privatisation.

Reuters, Vilnius



# Dowdy German media aunt gets a new suit

Die Zeit's editor aims to regain the paper's status as a forum for lively intellectual debate

Like so many German institutions, Die Zeit, the esteemed liberal weekly newspaper, has become somewhat flabby and complacent. The "old aunt" is certainly still accorded the begrudging respect typically reserved for an ageing relative. But it is also a touch dowdy, too long-winded and not interested to as much as in the past.

According to Roger de Weck, the paper's newish, youngish editor, this is about to change. "The old aunt is getting new clothes," says Mr de Weck, who was drafted in by Die Zeit's owners, the publicity-shy Holtzbrinck group.

His task is to oversee the rejuvenation of a paper which is older than the Federal Republic and which in its 1960s and '70s heyday had a profound impact on political debate in the former West Germany.

Mirroring shifts in German society at large, Die Zeit was caught by surprise

by the great changes which accompanied the fall of the Berlin Wall, and never quite regained its sense of purpose. The biggest shock for it has been the way Germany's intellectuals have become increasingly marginalised in public debate.

The paper's new clothes went on display last week. A redesign by the American newspaper designer Mario Garcia has given Die Zeit a lighter look which means an increase in the type size and a lot more white space between the lines.

A table of contents has been added - a welcome addition to a paper renowned for its bulk and its expanses of text. Splashes of red here and there add a flirtatious touch. And the word "knowledge" has replaced "trade" in the paper's subtitle.

This last change might appear rather slight. But it gives an indication of the Swiss-born, 44-year-old Mr de Weck's more important

plans for Die Zeit: the transformation of the paper's editorial content and tone.

Articles will be shortened and the prose made more terse. But at a time when there is more information available than ever before, Mr de Weck reckons marketing expertise and competence is the best way of earning money and getting more readers.

The 450,000 people who currently buy the paper every Thursday come from Germany's highly-educated classes.

On the commercial side, the paper is the leading carrier of academic recruitment advertisements.

Such company may certainly be civilised. But in recent years the paper has become, as many of Die Zeit's younger journalists admit, out of touch and even boring. Mr de Weck acknowledges this, but says he has started to implement changes to make it a forum for intellectual debate and



Subtle changes: the revamped masthead (below) where knowledge (Wissen) replaces trade (Handel)

ideas to reform Germany's ossified institutions.

He has set up a "reform workshop" of journalists drawn from the political, business and "knowledge" departments. Elsewhere,

younger journalists have been promoted, with older ones encouraged to try their hands at more regular reporting again. The aim, Mr de Weck says, is to play a more active role in the parts of society agitating for change in Germany.

On the commercial side, the goal is to boost the circulation of Die Zeit to 470,000 by the end of the year. Currently, it has a turnover of DM150m (\$84m) and makes a small (undisclosed) profit.

While the political, business and social establishment is still "weighed down by concrete", Mr de Weck senses that beneath the surface, particularly among the young, there is hunger for reform and change.

"There is actually a lot

happening on the ground, but it is being held up by ageing institutions. We want to put ourselves at the forefront of reform."

Die Zeit is a good testing ground for Mr de Weck's thesis. In the German newspaper world, Die Zeit is known as the place where journalists only ever leave feet first. Many of the staff who helped establish Die Zeit's reputation when both the paper and the country at large faced material hardship

unimaginable in affluent Germany today are still on board.

But such age also brings with it experience and respect. One of the journalists most identified with the paper for the last 40 years is Countess Marion Donhoff. The octogenarian scion of an east Prussian aristocratic family, she is one of Germany's best known thinkers, scribes and a familiar face on the international policy wonk circuit. Her colleague on the editorial board, Helmut Schmidt, the former chancellor, brings the clout of statesmanship.

The challenge facing Mr de Weck over the next few months is to retain such gravitas while ushering in a much needed breath of fresh air. Like the society it claims to mirror, Die Zeit will need to show it has embraced change and embarked on a new and exciting course, and persuade readers that the changes unveiled this week are not a case of too little too late.

Frederick Stüdemann

## Greek consensus emerges over euro

By Kerin Hope in Athens

A consensus is emerging between moderates in Greece's Socialist government and conservatives, including business leaders, who back the government's drive for membership of European economic and monetary union and its currency, the euro, by 2001.

However, Costas Simitis, the reformist prime minister, is facing opposition from leftwing members of parliament and a confrontation with farmers.

Yesterday, parliament approved legislation to reduce deficits at public enterprises, despite defections by hardline Socialist deputies. Ten Socialists, including former ministers with close links to public-sector trade unions, boycotted the debate, although it was billed by party officials as a vote of confidence in the government.

Union opposition has slowed efforts to modernise management at state-controlled utilities and loss-making transport companies which rely on subsidies.

The legislation allows public sector managers to cut payroll costs by reducing benefits and overtime and transferring employees without approval from the unions. Prices on the Athens stock market jumped 2.39 per cent yesterday, led by shares of public-sector banks and OTE, the state-controlled telecoms operator, which have made a start on restructuring.

Several prominent deputies from the centre-right New Democracy party, the main opposition, abstained from voting to show support for Mr Simitis's campaign to modernise Greece's state-controlled utilities and transport companies.

Such support is also likely to assist Mr Simitis in the confrontation with farmers, who are protesting against the withdrawal of subsidies from the Greek government and the European Union.

## Internet access controls unlikely

By Paul Taylor

Further steps are needed to ensure all homes, schools and businesses in Europe have access to the internet, but it is "premature" to consider regulatory measures to achieve that end, said Martin Bangemann, European industry commissioner.

Mr Bangemann, who will open the showcase European Telematics Applications Programme exhibition in Barcelona tomorrow, also said future regulation of the internet should be kept to a minimum.

The EU commissioner said he believed telecoms liberalisation and competition would help accelerate internet and world wide web use in Europe. "We are watching carefully the pace of market developments and national initiatives aimed at ensuring broader public access to the internet."

"However, I believe it would be premature to look to a regulatory obligation to provide such action, or to support the cost of such actions across the telecoms sector - for example through universal service funds as was the case in the US."

He acknowledged that digital telecoms services are still too expensive in Europe, but said competition in the new liberalised environment would "drive down prices as technology developments cut costs."

Mr Bangemann noted over 70 per cent of European subscribers could now access the internet using higher speed ISDN connections, and that by the end of the decade "this opportunity will be available to all subscribers in Europe."

"Some businesses and individuals will want an even higher speed access as video services become more

common. Technology developments are opening up new possibilities - over cable networks, over new satellite systems, with optical fibres and with radio links."

"The European Union supports these technology developments through its research programme on advanced communications, and will continue to do so."

However, he said a number of other issues still needed to be addressed, in particular concerns over "harmful and indecent content", data transmission security and encryption and the training of users, especially doctors and school teachers if telemedicine or educational multimedia was to become a reality.

Most importantly, he said, the content available over the internet must be attractive, high quality and targeted to European needs. "Beyond these regulatory

aspects, it is essential that the European industry aggressively invests in internet development and resolutely harnesses the internet for commercial purposes."

"Falling this Europe would experience a competitive disadvantage in a growing market," he warned.

Mr Bangemann also said the Commission was preparing an International Charter which it hopes would form the basis for an agreement with the US and other countries on internet regulation. However, he emphasised that "regulation for regulation's sake is not the answer. In fact our position is not that far away from the current US administration."

"I believe that a completely hands-off approach is not the best solution," he said. "But we should certainly limit our interventions as much as possible." Editorial Comment, Page 13

## Brussels presses Ireland to impose water charges

By John Murray Brown in Dublin

The European Commission is pressing Ireland to fall into line with other European Union member states by introducing domestic water charges, indicating that otherwise future aid from Brussels may be cut.

Jean-François Verstrynge, director of the EU's "cohesion fund" aid programme, warned this week that future support for environmental and transport infrastructure projects - worth £11bn (\$1.36bn) over the six years to 1999 - could be linked to changes in its water regime.

Ireland is the only EU state not to impose water charges. Under the last Fine Gael-led government, charges were not universally

imposed, but were left to the discretion of local authorities, with the result that poorer rural municipalities paid, while consumers in larger urban councils such as Dublin and Limerick did not.

The Fianna Fail-led coalition is split on the issue. The free marketeers of the Progressive Democrats, though now a little coy, openly campaigned for water charges during the election.

Noel Dempsey, environment minister, said the government was unlikely to reintroduce water charges "because of their political history". But Mr Verstrynge said without water charges, it would be difficult to mobilise private capital to finance infrastructure once the EU funds dry up.

With the economy growing at 7 per cent annually for the last five years, economists are concerned about water shortages. "It's difficult in Ireland for people to realise water is a valuable resource. But with the rise in income, with people installing jacuzzis and power showers, water use is set to skyrocket," said Sue Scott of Dublin's Economic and Social Research Institute.

An ESRI report last year calculated even when water charges were in place, there was only a 54 per cent rate of cost recovery for water supply - 8 per cent for waste water used in sewage systems.

The Commission is preparing a new directive enshrining the "polluter pays" principle.



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MORE THAN A CONNECTION



## NEWS: ASIA-PACIFIC

## BJP pledges curbs on foreign investors

By Mark Nicholson  
in New Delhi

India's Bharatiya Janata party, the country's biggest, yesterday pledged to put "India first" in a strongly nationalist election manifesto which foresees only a "small role" for foreign investment.

The manifesto says a BJP government would frame rules to "restrict" direct foreign investment in "non-priority" sectors and to discourage foreign takeovers or 100 per cent ownership of Indian subsidiaries by foreign companies.

The 55-page document criticises seven years of economic liberalisation begun by the former Congress party government in 1991 as "a period of record loss under which foreign companies flourished and Indian ones foundered" and which resulted in "economic stagnation".

The manifesto commits a future BJP government to "rapid, large-scale internal liberalisation". But it says the BJP would "calibrate" the process of India's globalisation "so that Indian industry gets a period of seven to 10 years for substantial integration with the global economy".

Opinion polls show the Hindu revivalist BJP, in alliance with at least seven smaller regional parties, is likely to emerge as the largest grouping after this month's general elections.



BJP leaders L.K. Advani (left) and Atal Bihari Vajpayee yesterday with their manifesto

though it may fall short of a governing majority in the 543-seat parliament. The BJP has said it would negotiate a "common minimum programme" with its allies if they formed a coalition government.

The manifesto promises that a BJP government would pursue India's national interests "more vigorously" and to "make an impact on the world arena". The BJP also promises to "exercise the option to induct nuclear weapons".

However, L.K. Advani, party president, would not be drawn on whether a BJP government would conduct a nuclear test - a move which

would automatically incur US sanctions. India currently admits it has nuclear capacity but says it has no intention of building a weapon.

Nationalist themes also dominate economic policy, which the manifesto says "will be guided by *swadeshi* or economic nationalism".

In the light of India's economic stagnation and Asia's recent financial crisis, the BJP says it would "appraise and review" the Congress party reforms.

It specifically criticises "misguided tariff reductions" since the reforms began in 1991. The manifesto says current economic condi-

tions "will cause irreparable damage to the fabric of Indian industry," pledging particularly to protect small industries.

"Internal" liberalisation and faster economic growth would be encouraged by substantial further liberalisation in agriculture, greater government spending on infrastructure and considerable "pruning" of the public sector.

However, the manifesto says foreign investment would be encouraged in areas such as infrastructure and industries aimed at exports rather than the domestic market, but "not in areas where the domestic

industry is performing well". Mr Advani declined to specify which industries this included. "We'll have to spell that out later," he said, though he added that the BJP would not take any action against existing foreign investments.

Takeovers of Indian companies "will not be encouraged," it says, adding that foreign direct investment is "welcome in non-predatory role in joint ventures rather than 100 per cent subsidiaries".

The manifesto says specifically that the BJP would ensure that ownership of the media "is in the hands of natural born Indians only and limit to 20 per cent any foreign stake in media enterprises".

Jaswant Singh, chairman of the manifesto committee, also said that while India's state-monopoly insurance industry would be privatised, opportunities would be open only to Indian entrepreneurs.

The BJP also says it will build a "magnificent" Hindu temple at the site in Ayodhya where Hindu zealots in 1992 ransacked the Babri Masjid mosque. Two thousand people died in subsequent Hindu-Muslim riots.

It also wants to remove constitutional provisions according "special status" to the troubled and Moslem-majority state of Jammu and Kashmir. And it wants India to end its ambiguous nuclear posture and become a

declared nuclear state. Each of these policies has been opposed by one or other of the seven smaller regional parties with which the BJP has aligned. "We will see to it that the rights of minorities and others will be protected," says J. Jayalitha, leader of the AIADMK party, which allied with the BJP in the southern state of Tamil Nadu. The BJP has agreed to this. "When we form an alliance, we will have to have a programme tailored to the wishes of all," said Mr Singh.

The party says it would not "compromise" on its *swadeshi* agenda, but it has nevertheless softened these policies during the campaign.

Its chief thrust has been to portray itself as the sole party capable of offering strong and stable governance after 18 months of fragile coalition rule.

India's strongest proponents of wider opening of its economy now lie outside the BJP and its fold. Such proponents include the Congress party, whose manifesto is more liberal on trade and foreign investment policy than that of the BJP.

However, this choice may have little direct bearing on the outcome of the poll. The majority of India's 600m voters who live in rural areas.

Reform of investment policy will carry little currency in the villages where concern continues to focus on food and fuel prices.

## Hong Kong interest rates: a high cost

3-month interest rates (%)



## HK ponders options to insure \$ peg

Pressure on the currency has led to a debate about cheaper alternatives to hedging

Hong Kong companies can buy insurance for everything from fires to fraud. So why not insure against the risk that the currency peg to the US dollar, the linchpin of the financial system, will have to be abandoned?

One scheme under scrutiny is the idea of "put options" on the Hong Kong dollar, which would enable the government to "put" options. "You need to bank rates to fall below prime rates and to converge with US rates," he says.

While the announcement of a guarantee scheme could help provide the required stability, and pricing could be determined simply by supply and demand for insurance, others point to broader concerns. High interest rates are painful, but they force the adjustment in asset prices required to maintain Hong Kong's competitiveness in a devalued region, say economists.

the counterparty is factoring in the risk and probability of devaluation," said Mr Cheung. "The effective rate is more than HK\$4.00 to the US dollar," he added.

The point of the proposed scheme would be to charge only a small premium, to cover administration charges, hence underlining the government's commitment to the existing rate. "Put options at the peg rate would demonstrate the government's confidence and commitment," says one Hong Kong banker.

Not all are convinced by the merits of the scheme, while many point to caveats. Jan Lee, senior economist at Hongkong Bank, says a stable financial environment is needed to launch the initiative and enable the pricing of "put" options. "You need to bank rates to fall below prime rates and to converge with US rates," he says.

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## NEWS DIGEST

## Indonesians riot as prices soar

Rising inflation sparked riots in the Indonesian city of Malang yesterday, signalling a rapid spread of anger over the sudden economic downturn in Indonesia. Residents of the East Java city, which is home to thousands of students and some of Indonesia's most fervent Moslem groups, said protesters pelted shops selling kerosene, used by the poor and middle class to fuel stoves, after prices more than doubled in recent days.

There were no reports of casualties or arrests but students were planning another demonstration today. Soldiers moved in to restore order after similar price rises have sparked riots in Ujung Pandang, capital of southern Sulawesi, and other small towns in Sulawesi and Java in recent days.

President Suharto has promised to lift subsidies on kerosene, which is imported and became drastically more expensive as the rupiah collapsed, on April 1.

The Moslem Eid holiday last week passed more calmly than many had expected but there is widespread concern that unrest could spread as workers and students return from their villages. More than 2m Indonesians have lost their jobs in recent months. *Sander Thoenes, Jakarta*

## MALAYSIA

## Worker repatriation cancelled

Malaysia yesterday told the World Bank it would not repatriate Indonesian workers in order not to make the situation in Indonesia worse.

The World Bank president, James Wolfensohn, said that Mahatir Mohamad, Malaysian prime minister, told him during talks yesterday the government would try to find the workers alternative work in Malaysia. Mr Wolfensohn said the World Bank was particularly concerned about the effects of the economic crisis on people.

There are about 2m foreign workers in Malaysia, half of whom come from Indonesia. The Malaysian government earlier proposed sending back 1m workers because of the economic slowdown. The International Labour Organisation warned in a recent report of immense social upheaval in the wake of the Asian financial crisis and its impact on jobs. *Kyodo, Kuala Lumpur*

## THAILAND UNREST

## Farmers threaten big protest

Thai farmers demonstrated yesterday in the country's poor north-east, threatening to bring 30,000 protesters to the capital if the government did not come up with a clear-cut development policy by the end of the month. About 3,000 farmers gathered in Nakorn Ratchasima province, 210 km north-east of Bangkok, demanding accountability from the government over the country's economic crisis. Thailand's devaluation in July provoked the regional financial crisis which has forced several countries including Thailand to appeal to the International Monetary Fund for help.

The farmers are demanding that the government reveal all the conditions attached to the IMF loan. They also called for a freeze on the petrol tax and suggested that the government offset revenue shortfalls by imposing heavy taxes on inheritance and undeveloped land. Farmers and workers organisations have complained the government has spent too much attention on solving macroeconomic problems, while ignoring the grievances of the country's poor. *AP, Bangkok*

## AUSTRALIA

## Fears for commodity exports

Dwindling Asian demand and weakening of commodity prices have raised great concerns about Australia's export-oriented economy. At an annual gathering, leading economists and commodity producers in Canberra yesterday heard forecasts that Australia's commodity export growth rate would fall by more than two-thirds in the fiscal year to June 1999.

John Anderson, Australian minister for primary industries and energy, assured the government's Australian Bureau of Agricultural and Resource Economics (ABARE) that the government's economic policies had "positioned the country well" to weather difficulties generated by the Asian meltdown. But executives and analysts across a wide range of industries, from wheat and meat to iron ore, coal and nickel, adopted "the Asian crisis" as their mantra.

"This year, the economic outlook is one of the most uncertain we have faced in the past decade," said Brian Fisher, ABARE executive director.

"The recent crisis in Asian financial markets has generated more uncertainty for the commodity sector than we've experienced since the collapse of the Soviet Union," *Gwen Robinson, Canberra*

## Investors pour into Malaysia

By Sheila McNulty  
in Kuala Lumpur

Investors poured into Malaysia's stock market yesterday, pushing the key index up 23 per cent in what analysts suspect might signal the start of a fitful but sure recovery.

The benchmark Composite Index closed at 701.31, up 131.80 points higher than on January 26. It had been closed for five trading days for holidays marking the end of Ramadan.

The pent-up eagerness to get in on the action sparked hectic buying. While unsustainably at this pace, it could indicate that investors are coming to terms with the region's financial crisis.

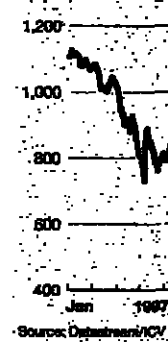
Although corporate restructurings and failures,

bank mergers and layoffs are expected in the months ahead, analysts said investors are ready for them. Barring the outbreak of war in Iraq or widespread unrest in Indonesia, analysts said the market might be embarking on the long, volatile road to recovery. "Quite likely we've seen the bottom," said Sami Hamid, emerging markets analyst at MMS International/Standard & Poor's. "What else is there to discount?"

Though Malaysia has not sought international Monetary Fund assistance, it has begun to take tough measures to reign in its economy, including the deferral of some prestigious infrastructure projects. Yesterday's market move indicated it too stands to benefit from the renewed confidence in

## Malaysia

KLSE Composite



Source: DataStream/DOV

countries ready to take measures to deal with the crisis. But dealers said they were taken aback by the speed of the movement, with some adding that such violent swings in illiquid markets were a deterrent to institutional investors who like to deal in sizeable amounts.

Yet the higher level of the stock market raised new hopes of a virtuous circle in which cash-strapped companies would again be able to raise funds and local investors

with money tied up for months in paper losses would recover enough to pay off mounting debts. This would reduce pressure on financial institutions and revive economic growth.

As foreign investors buy, ringgit to purchase shares, they would in effect support the Malaysian currency. Its 48 per cent fall against the US dollar since July has made servicing foreign debt and imports more expensive. *Stock markets, Page 34*

## Smaller investors benefit from NZ\$267m out of court accord

## NZ settles steel sell-off case

By Terry Hall in Wellington

The New Zealand government has agreed to pay NZ\$267.5m (\$158m) in an out of court settlement to thousands of mainly small investors in the banking group Equicorp Holdings. The action resolves an eight-year dispute over the way treasury advisers handled the sale of New Zealand Steel.

The settlement is the largest in the country's commercial history and was agreed with Equicorp's government-appointed statutory managers. The settlement means the government will not proceed with its plans to take the case to appeal, or the Privy Council in London.

The statutory managers were appointed after the worldwide collapse of the Equicorp group of companies. The case was brought by Fred Watson, one of the statutory managers, on the grounds that the government or its advisers acted illegally in 1987 when they agreed to accept an offer of NZ\$327m from Equicorp to buy the state-owned steel mill. The mill had recently been expanded at a cost of NZ\$22m.

The statutory managers alleged the government knew Equicorp was funding the purchase through its own shares, in breach of the Companies Act.

In July 1998 Justice Smellie, after a six-month trial, found the government was liable to pay the statutory managers NZ\$267.5m.

He said the result was a triumph for Mr Watson and his associates, and represented a far greater realisation than would have occurred had a normal receivership been put in place. "A normal receivership structure would never have discovered the problem," Prof Trow said.

Ironically, Sir Geoffrey - later Labour prime minister - set up the management regime that eventually unravelled the legal complexities involved in the case which led to the government payment of what will be the largest legal settlement in New Zealand.

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## Harbin puts heating costs on consumer

The annual Harbin Ice and Snow Festival is a celebration of the cold. And Harbin, capital of Heilongjiang Province on China's border with Russia, has much to celebrate: at night, the temperature in winter typically falls below -30C.

This provides a perfect habitat for the frozen winter sculptures, a festival of kitch carved in ice, backlit by bright neon tubes. But the climate also makes the government's provision of heating, and the gradual transfer of heating costs from the state to the citizen, the most sensitive social issue in Harbin.

"This is even more important to people than the problem of unemployment," says Zhao Qingli, a senior official in the Harbin government - quite an admission when the municipal government privately acknowledges the jobless rate is over 10 per cent, more than double the official national rate of 4 per cent.

State enterprises have in the past been responsible for heating not only their factories but the housing they provide for their workers. The

total Yn500m (\$60.4m) cost of keeping the people of Harbin warm each year was shouldered substantially by state industry; only a portion came directly out of the government budget.

However, the north of China, where state-owned heavy industry - machine tools, defence and civil engineering factories - prospered in the era of central planning, has suffered most heavily in transition to a market economy. Mr Zhao says 20 per cent of state companies have not paid their workers full salaries and benefits for over a year, providing instead meagre subsistence pay.

"In the past, heating was part of welfare provided by the work unit. But with the changes in the national economy, that has had to change. We have tried to push the business of heating supply towards the market economy," explains Mr Zhao. That means charging individuals for heating.

The Harbin government, China's first municipal authority to introduce direct heating charges, has started modestly: the state still shoulders 90 per cent of the cost,

issuing heating fees to cover the remaining 10 per cent.

To soften the blow and avoid any public protest about the controversial new charges, the government has also started providing new subsidies to Harbin citizens to cover heating costs. Government assistance more than covers the individual charges for heating, but officials say the subsidies are intended to help remould public assumptions.

"In the future, ideally, we will

transfer heating costs from state welfare to the market. Heating should be a commodity and, if you want it, you have to pay for it," says Mr Zhao. But, he explains, "we are using the subsidies to help change the way people think".

The subsidies are also a means by which the state can augment the meagre incomes of many state-sector employees.

Pressure for a more market-oriented approach has also come from heating suppliers that have found it increasingly difficult to get paid by all-but-bankrupt state companies. Wang Wenbin, head of the city's heating supply bureau, says companies have introduced new teams to collect heating fees and started using "punitive measures" to enforce payment.

Mr Zhao says Harbin is China's "first city to start charging for heating costs", a response to the declining capacity of the nation's state-owned enterprises to shoulder the costly burden of heating homes.

As China's transition to a freer market continues, more and more state companies are expected to

close, lumbering the government with the bill for the welfare - health, school, pensions and housing - that state industry has provided for millions of workers and their families for more than a generation.

National fiscal revenues are already inadequate to cover China's expanding spending needs, making it likely that just as Harbin has been compelled to farm its heating problem gingerly out to the market, so other welfare charges may gradually be foisted on Chinese citizens and the private sector.

The watchword, says Mr Zhao, is gradual change. The transfer of costs is essential, but the government must take into account the social strains of China's economic transition for the thousands of state workers who have lost jobs and the thousands more facing redundancy.

"We will continue to transfer the heating costs to the people, but only as far as their living standards can take it," he adds.

James Harding

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## NEWS: WORLD TRADE

## Europe's machine tool makers forecast strong growth

By Peter Marsh

An upturn in factory investment across Europe plus strong demand from the US will boost machine tool production in western Europe this year, confounding expectations that the sector might be hit by the economic turmoil in south-east Asia.

According to internal estimates from Cecimo, the trade body for western Europe's machine tool industry, output will expand by 6-7 per cent this year, after growth of about 2 per cent last year.

Production from Germany and Italy

Europe's two most important countries for machine tool production - is likely to be particularly strong, with output expected to climb by 6 per cent and 8 per cent respectively.

Sales of machine tools by European-based companies total \$16bn a year, or just under half world production. Machine tools are essential production systems for most areas of engineering, with about half of production used in the automotive and aerospace industries.

Europe's machine tool industry encompasses some 1,200 companies, mostly privately owned and employing fewer than 100 people.

Of other European countries, France and Spain are likely to see machine tool output climb 7 and 5 per cent respectively, according to the Cecimo estimates. Only Britain of the big machine tool building nations is expected to see a reduction in output.

In the UK, production is likely to fall 8 per cent, after a 2 per cent decline in 1997, because of the impact on exports of the strong pound, together with reduced domestic demand linked to a slowing economy.

Jean Heymans, Cecimo's director-general, said the figures indicated the industry was continuing its recovery from the early 1990s recession when

employment in the industry fell sharply from about 200,000 to the current 150,000. Employment in the industry is expected this year to climb slightly.

"There are grounds for optimism about the next year, although we will continue to monitor the economic situation in Asia very carefully," he said.

Cecimo's estimates indicate that only about 5 per cent of machine tools made in western Europe are destined for south-east Asia, excluding Japan and China. These are the nations hardest hit in the recent economic crisis.

The worst that could happen, according to Cecimo's estimates, is that a

reduction in Asian demand could cut western Europe's machine tool growth this year from a "best-case" figure of 7 per cent to just under 6 per cent. Cecimo has had no reports to date of Asian customers backing out of buying machines they had already ordered, according to Mr Heymans.

However, any slowing down in the pace of industrialisation in Asia could hit the machine tool sector in the future. Since machine tools are normally ordered some time after companies begin a factory investment process, the sector would be among the last to be affected by any such slump. One factor that has helped the Euro-

pean machine tool industry has been a spate of investment in aerospace and car plants across the continent, including new projects in eastern Europe. Many companies have also moved into new, high-tech areas of machinery, involving precision handling systems or laser cutters, and this is helping the industry's growth, according to machine tool representatives.

However, Mr Heymans said that because so many of the companies in the industry were small, gaining finance, particularly for global expansion, could hold the industry back over the next few years.

## Iberia signs \$2.6bn deal with Airbus

By David White in Madrid

Airbus yesterday signed a preliminary \$2.6bn deal to supply 76 aircraft to Iberia, its largest single European order.

The deal, to replace the Spanish state-owned carrier's medium-haul fleet, was won after a tough eight-month contest with Boeing.

It means that the Iberia parent airline, due to be privatised by mid-1999, will eventually be using only Airbus on its domestic and European routes. The bulk of its short and medium-haul fleet has up to now been made up of Boeing and McDonnell Douglas aircraft.

But Josep Piqué, Spanish industry minister, insisted that the choice had nothing to do with Spain's participation in the Airbus consortium in which the state-controlled aerospace manufacturer Casa holds a 42 per cent stake. Iberia had been given "absolute freedom" to choose its new aircraft, he said.

Jean Pierson, Airbus's outgoing managing director, described the negotiations as "very difficult".

The deal, said by Iberia to be Europe's biggest civil aircraft order for at least a decade, covers three versions of Airbus's narrow-bodied airliner, the A318, A320 and A321, with capacity ranging from 126 to 187 passengers. The airline already has 22 A320s.

A final contract, including the choice of engines, is expected to be signed in the

spring, covering 50 firm orders and 26 options, for delivery up to 2004.

The aircraft are to replace Iberia's Boeing 727s, DC-9s, and old wide-bodied A300s, and to cater for growing demand.

Xabier de Irujo, Iberia chairman, said a third of the aircraft would be bought outright with the remainder leased. The deal, valued at \$2.6bn (\$2.6bn), would mean the airline would be running fewer different kinds of aircraft, bringing savings in operating, maintenance and training costs. The three Airbus models share the same cabin and flight controls.

With Spain negotiating to bring in British Airways and American Airlines as minority shareholders in Iberia, the airline hoped virtually to double its pre-tax earnings this year to \$235bn, after a seven-fold increase in 1997 to \$18.4bn, he said.

In addition to the new Airbus, Iberia would buy eight more Boeing 757s, completing a half-fulfilled contract which it signed in 1990. But it planned to phase the aircraft out of its fleet by the time the last of the Airbus was delivered. At the same time it would transfer its current MD-87 aircraft to its domestic sister airline Aviaco, already operating the similar MD-88.

To cope with demand, Iberia recently reached an agreement to take 11 aircraft into its network from its Spanish rival Air Europa, complete with crews.

## ECGD outlook clouded by Asia

By Michael Peel

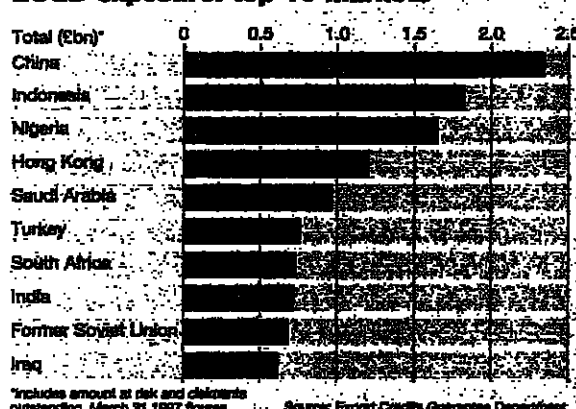
Britain's Export Credits Guarantee Department enjoyed a record trading surplus last year but admitted that the Asian financial crisis had "clouded" its predictions.

The ECGD had global exposure - or potential liabilities - of \$22.9bn (\$32.3bn) at March 31 1997. China accounted for \$2.35bn of exposure, Indonesia for \$1.83bn and Hong Kong for \$1.21bn.

Vivian Brown, chief executive, said the south-east Asian turbulence may have led to a greater recognition that risk insurance was a sensible thing to take out.

He said the ECGD had raised its insurance premiums for investments in sev-

ECGD exposure: top 10 markets



\*Includes amount at risk and discounts outstanding, March 31 1997 figures. Source: Export Credits Guarantee Department

eral countries in the region, including Indonesia, by up to 10 per cent. "It's clearly a very uncertain and unpredictable position [in Asia]."

"The risk of default must clearly have increased in a number of these countries, but so far there have been no claims on the ECGD." Mr Brown said that more than 95 per cent of ECGD-insured south-east Asian investments were in publicly funded schemes. These were at less risk than corporate sector projects.

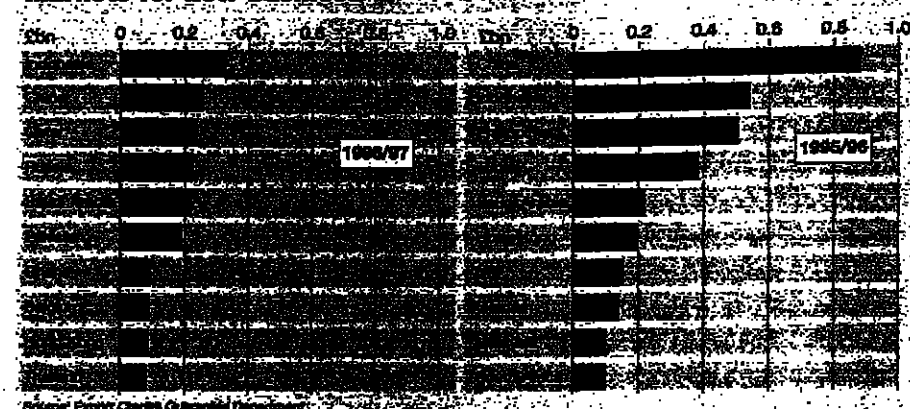
He said: "Even if there are claims we would expect the underlying strength of the economy to be such that we would eventually recover the money with interest."

However, many large public sector projects in the region had been delayed because of the crisis. They were likely to be postponed for quite some time.

It was possible that the number of large-scale overseas investment projects would fall worldwide.

Last year, the value of new schemes insured by ECGD fell by 36 per cent to \$2.6bn.

Markets for new business



\*Includes amount at risk and discounts outstanding, March 31 1997 figures. Source: Export Credits Guarantee Department

largely because of a decrease in the number of high value projects. The ECGD expected to win about \$2bn of new business this year.

The ECGD was increasingly funding projects in areas outside Asia. It had invested in a number of oil and gas projects in Middle Eastern countries such as Qatar and Oman.

The ECGD, which is government funded, aims to operate on a break-even basis. It paid \$448m of last year's £1.03bn trading surplus to the UK Exchequer.

Tom Jaffray, resource management director, said the ECGD's surplus was modest compared with its potential liabilities.

"We are in a very strong position at the moment but we must be cautious about the future," he said.

Germany will continue to guarantee export business with the Asian crisis conditions, Günter Rexrodt, Bonn economics minister, said yesterday. Peter Norman

writes. He said Germany's Hermes system of export credit guarantees had backed business totalling DM25bn (\$14bn) to Indonesia, Thailand, the Philippines, Malaysia and South Korea. Because some of the credits had been paid back, Bonn's maximum exposure to risk was DM17bn, of which only DM2.5bn fell due this year and DM2bn in 1999.

Mr Rexrodt said Hermes had suffered no losses from the Asian crisis and that continued cover showed Bonn's faith in the countries' ability to restructure their economies.

## Caribbean anger at nuclear cargo

By Canute James in Kingston

Caribbean governments have warned that the passage through the region this week of a ship carrying nuclear waste from Europe to Japan is a danger to the area.

But the British and French companies shipping the waste contend that it is safe, and that there were no problems with earlier shipments.

The Pacific Swan, a UK-flag vessel built specifically to carry nuclear waste, is passing through the Panama Canal after leaving Cherbourg, France, 10 days ago, with a cargo of vitrified nuclear waste.

British Nuclear Fuels and Cogema of France, the companies making the shipment, said the waste had been packed to meet safety standards set by the International Atomic Energy Agency, and the French and Japanese governments.

Prime ministers of several eastern Caribbean countries said recently they were opposed to the shipment of the waste through the region, as an accident could hit tourism, fishing and commercial shipping industries.

The shipment has also been attacked by Greenpeace, the environmental lobby, which has questioned its safety.

Ralph Maraj, Trinidad and Tobago's foreign minister, said: "With our Caribbean neighbours, we have made our position consistently clear and continue to call on those responsible for this dangerous practice to be sensitive to the concerns of the peoples of the Caribbean."

"We will continue to object strongly to the use of the Caribbean Sea as a transshipment route."

The Pacific Swan had carried nuclear waste through the Panama Canal 28 times in the past, British Nuclear Fuels said, in rejecting the criticism. Over 4,000 special casks containing nuclear fuel had been safely transported between Japan and Europe since the 1960s in over 160 shipments, the company added.

Pacific Nuclear Transport, which operates the Pacific Swan, was "the most experienced company in the world for transporting this type of cargo, having covered 4.5m miles without a single incident resulting in the release of radioactivity," said British Nuclear Fuels.

## ILO warns of global rise in child labour

By Michael Peel

The world has a quarter of a billion child workers and their numbers are set to rise, according to an International Labour Office report released yesterday.

The problem is particularly severe in Africa, where the ILO says the number of child labourers could increase by a quarter to 100m by 2015.

The report was prepared for a conference on child labour which starts tomorrow in Kampala, Uganda. The three-day meeting, organised jointly by the ILO and the Organisation of African Unity, will aim to develop a strategy to help children out of exploitation and into education.

Michele Jankanih, senior legal officer for the ILO, said the report revealed that previous research based on household surveys had underestimated the number of child workers. "One of the problems of child labour has been the lack of reliable statistics," she said.

"If a child was going to school and working they would be counted as going to school. Also activities like girls doing housework would not be counted as work."

The ILO estimates that at least 120m young people worldwide aged between five and 14 work full-time. Another 130m children do significant amounts of work

in addition to going to school.

The report estimates that 41.4 per cent of African children aged between five and 14 are economically active, compared with 21.1 per cent in Asia, 16.5 per cent in Latin America and the Caribbean and 10.4 per cent in the Pacific region.

The ILO's work suggests that just under three-quarters of child labourers work in agriculture, hunting, forestry and fishing.

"Much of child labour is hidden," said Ms Jankanih. "They are spread out in rural areas, small workshops, private enterprises and domestic service."

The ILO found that poverty was the primary reason why African children worked. Children typically contributed between 20 and 25 per cent of the family income.

Ms Jankanih said that countries which had experienced high levels of economic growth had not seen any reduction in the number of child workers.

Ms Jankanih said it was essential that African countries addressed the issue of child labour before they industrialised. Many child labourers in Asia and Latin America were young people who had moved to newly urbanised areas where they no longer enjoyed the protection of their families.

Percentage of children aged 5 to 14 working*			
	Both sexes	Boys	Girls
World	24.7	27.0	22.3
Africa	41.4	44.8	36.7
Asia	21.1	22.0	20.0
Latin America	16.5	18.0	11.0
Pacific	10.4	11.8	9.2

\*Includes domestic work  
\*Excludes Caribbean

Source: ILO

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## NEWS: THE AMERICAS

# One man shows he is in charge of the internet, but Washington plans reforms

## Master of the domains set to lose power

By Louise Kehoe  
in San Francisco

For the past few days, the answer to the question "Who is in charge of the internet?" has been quite clear and a matter of mounting consternation in Washington.

Jon Postel, a bearded, pony-tail-wearing computer scientist in southern California and one of the original engineers of the internet, is - at least for now - ruler of the internet.

For some days, he has been conducting a "test" in which he

has been redirecting crucial "look up" messages that would normally go to the central directory of all website addresses - maintained by Network Solutions on behalf of the US National Science Foundation.

Some of these messages - which make it possible for web users to type in names such as *www.ft.com* and arrive at their chosen web pages - are now taking a different route. They are going to a computer system Mr Postel maintains at the Information Sciences Institute at the University of Southern California.

There, Mr Postel is in charge of the Internet Assigned Numbers Authority, which he runs on behalf of the Defence Department. It co-ordinates the allocation of numerical addresses for the internet worldwide - a role that gives him god-like control over the internet address system.

When the internet was primarily a communications system for university researchers, nobody questioned his role. Indeed, he is held in great esteem by many within the internet "old guard".

However, rapid growth in commercial use of the internet has

led the US government and those intent upon promoting electronic commerce to question whether so much power should be vested in one individual with no apparent accountability.

In a "green paper" published last week, the administration has proposed that the functions of IANA be transferred to a non-profit organisation to be run by a board representing commercial, international and technical interests.

Mr Postel says he favours this move. However, his curiously timed "test" is viewed by some as

more of a protest against the government proposals.

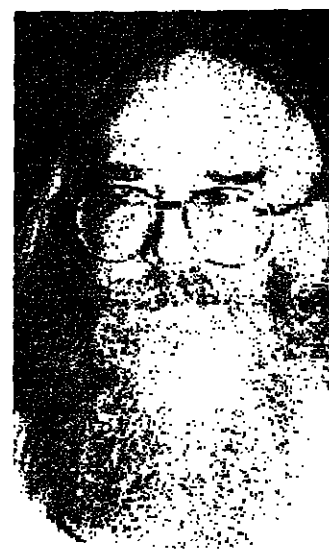
Underlying the incidents of the past few days is a broad debate over governance of the internet. The government's green paper outlines a gradual transfer of the administration of the internet to the private sector.

It proposes, for example, that the function of registering new web site addresses become a commercial activity with several registrars in different parts of the world competing to provide this service to web site publishers.

In response to the huge growth

of the internet in the past two years, which has made it difficult for newcomers to find unique web site names that match the names of their businesses, the green paper proposes five new "domain" names that would add suffixes such as *.web* and *.firm* to the familiar *.com* and *.org*.

The green paper has won broad support in North America. However, it is less widely supported in Europe where a different plan, with greater international involvement, is favoured by some industry and government groups. Editorial comment, Page 13



Jon Postel: "Test" that looks like a protest

## Budget 'breaks agreed spending ceilings'

By Nancy Dunne  
in Washington

Republicans yesterday accused the administration of submitting a 1999 budget which violates previous agreements, in order to spend \$150bn on new programmes, while imposing the highest level of federal taxation on the American people since 1945.

"So the era of big government is over," said Senator Charles Grassley with heavy irony. "The era of talking about big government being over is over, but that's really all that's over."

Democrats said President Bill Clinton's budget, the first balanced budget to be submitted in 30 years, meets "the real needs of the people", for healthcare, childcare, education and

environmental protection.

"It's a happy day," said Senator Ron Wyden, an Oregon Democrat. With that, the usual budget squabble was under way. Robert Rubin, Treasury secretary, and Franklin Raines, budget director, trooped to Capitol Hill for the traditional day-after-budget grilling.

Mr Rubin insisted the document was "rooted in fiscal discipline, yet invests in areas critical to future productivity". He denied Republican charges that it exceeded spending ceilings previously agreed, saying all the proposed initiatives were "paid for" in new taxes and new fees and the closure of tax loopholes.

Mr Raines argued that the budget proposed spending that equalled 20 per cent of gross domestic product, the

smallest share in 25 years. "We've reduced the deficit so dramatically over the past five years, we've added comparatively little to the total national debt, compared at least to the last two administrations," he said.

Republicans did not declare Mr Clinton's budget "dead on arrival", as so many Democratic congresses did for Republican budgets. Mr Clinton's proposals are playing too well in the polls.

But Senator Phil Gramm said he wanted to take the proposed new spending "and give it back to working Americans to lower the tax burden so that it might actually decline this year, rather than rise". However, he praised the balanced budget. "That's something we agree on. That is a unity of national purpose," he said.



Rubin: faced traditional Capitol Hill grilling

## Reuters offshoot had direct HQ link

By Richard Waters  
in New York

The Reuters subsidiary at the centre of allegations of industrial espionage in the US has been run by long-standing executives from the British information group with a direct reporting line to the company's directors, according to the company and others familiar with its operations.

The close links between the unit and the company's head office, and its strategic importance to Reuters' future, have added to the UK company's discomfort over the espionage claims and could add to the damage if any of the claims eventually prove to be true.

According to a report in the New York Times, federal investigators in the US have spent months in an undercover operation trying to establish whether stolen information was passed from the US subsidiary to London-based executives of the company.

The newspaper alleges that this went as far as monitoring visits by London executives to the unit, Reuters Analytics, which is based in Stamford, Connecticut, a city about 35 miles from New York.

Reuters refused to comment on the reports, but one person close to the company said it had been unable to establish the existence of such an undercover operation.

The head of the unit, Hubert Holmes, was put on paid leave after Reuters learnt of the federal investigation, along with two other Stamford-based executives.

Reached late last week, Mr Holmes said that he was "co-operating and helping with the [internal] investigation" at Reuters into allegations that the unit stole information from a rival, Bloomberg.

Mr Holmes had followed a familiar career track for a Reuters executive, holding senior positions in Asia, the UK and the US. He was hired in Hong Kong at a time when Peter Job, now Reuters' chief executive, was the managing director of its Asian operations.

"He was very close to Peter Job," says one person who used to work on the Stamford project. Another person who worked with Mr Holmes said: "He was very laid back, not at all a detail-oriented guy."

After a period in London as international marketing manager for fixed income products, Mr Holmes was sent to run the Stamford operations after the company acquired Capital Markets Decision.

That company, set up with the backing of Reuters by Stephen Levkoff, a former managing director of Smith Barney, had been formed to develop a product to rival Bloomberg, whose extensive database and sophisticated software had enabled it to gain a big presence in the market for fixed income data.

Mr Levkoff himself suffered a heart attack in the summer of 1993. He finally agreed to sever links with Reuters late that year.

After moving to Stamford, Mr Holmes continued to report to David Ure, a senior Reuters director responsible for new products.

Late in 1996, the responsibility was switched to John Parcell, another director and former head of Reuters in the UK who had been given responsibility for its financial information products.

## NEWS DIGEST

## Castro rejects US food plan

Cuban President Fidel Castro has rejected as "repugnant and cynical" a proposal for the US to send food and medicine donations to Cuba while maintaining its long-standing economic embargo against the communist-ruled island.

"Cuba is not asking for charity... Cuba is asking for an end to the blockade," Mr Castro said during a four-hour live television speech on Monday night.

He said the proposal announced last week by the Miami-based anti-Castro Cuban American National Foundation (CANF) was a "vulgar response" to a call from Pope John Paul II - made during a historic visit to Cuba last month - for the US to end its 36-year embargo against the island.

While criticising Cuba's one-party socialist system, the pope also condemned "oppressive economic measures - unjust and ethically unacceptable - imposed from outside the country", a reference to the US embargo.

Mr Castro also repeated Cuban allegations that the Cuban American National Foundation had organised and financed bomb attacks against tourist installations in Cuba last year. Foundation leaders have denied the charge.

Pascal Fletcher, Havana

## ■ US ECONOMIC INDEX

## Continued growth expected

The important index of leading economic indicators was unchanged in December, but US economists said yesterday it pointed to continued growth at least through the early part of this year.

The index, compiled by the Conference Board, a business research group, stood at 104.5, unchanged from November. Although it fell short of the 0.1 per cent gain which market analysts expected, the Conference Board said the signs were still good, despite widespread concern that the Asia crisis will adversely affect the US economy.

Six of the 10 components of the index rose, including money supply, factory work-week and stock prices. One component - manufacturers' new orders of capital goods - fell sharply.

"There is little evidence of cyclical imbalances that would jeopardise the economy's stability," the Conference Board said. In the six months to the end of December, the leading index rose 0.9 per cent. The December measurement is being described as a "pause".

The Commerce Department also reported yesterday that new home sales fell sharply in December, although 1997 was still the best year since 1978. Spurred by strong labour markets and falling mortgage rates, sales of new single-family houses totaled 800,000, up 5.7 per cent from 1996.

Nancy Dunne, Washington

## ■ BRAZIL

## Trade gap ahead of target

Brazil recorded a trade deficit of \$717m in January, bigger than expected by the government and independent economists and up from \$413m in January 1997. Imports in the month were worth \$4.63bn and exports \$3.91bn, according to the trade and industry ministry.

Austerity measures introduced in October and November following the Asian crisis had been expected to help reduce imports as the economy slowed. But they have been slow to take effect: imports in January were greater than in December, when the deficit was \$708m.

José Roberto Mendonça de Barros, economic policy secretary, said the trade balance would start to improve in February, when petroleum imports would fall and agricultural exports would increase with the new harvest. The balance for 1998 would show an improvement on the deficit of \$8.37bn recorded in 1997, with surpluses likely in some months.

Jonathan Wheatley, São Paulo

## ■ WORLD/COM/MCI

## Jackson hits at merger

The Rev Jesse Jackson's Rainbow/Push Coalition, a pressure group for minority and low-income Americans, yesterday said it would oppose the planned merger of WorldCom and MCI Communications, arguing it would be financed at the expense of low-income and minority residential customers and did not include plans to eliminate discrimination.

The coalition move is also backed by the Communications Workers of America. The organisations said they had asked the Federal Communications Commission, the telecoms industry regulator, to deny the merger on public interest grounds and the Justice Department to reject the merger on anti-competitive grounds. They have also asked the FCC to extend the period for comment on the merger to February 5.

According to the coalition, the non-union WorldCom is the only large US telecoms company with no women or minorities on its 15-strong board. WorldCom officials were unavailable for comment.

Tracy Corrigan, New York

## ■ MICROSOFT

## States widen inquiries

Microsoft is now the target of a co-ordinated investigation by antitrust regulators from 11 US states who are probing the software company's future product plans.

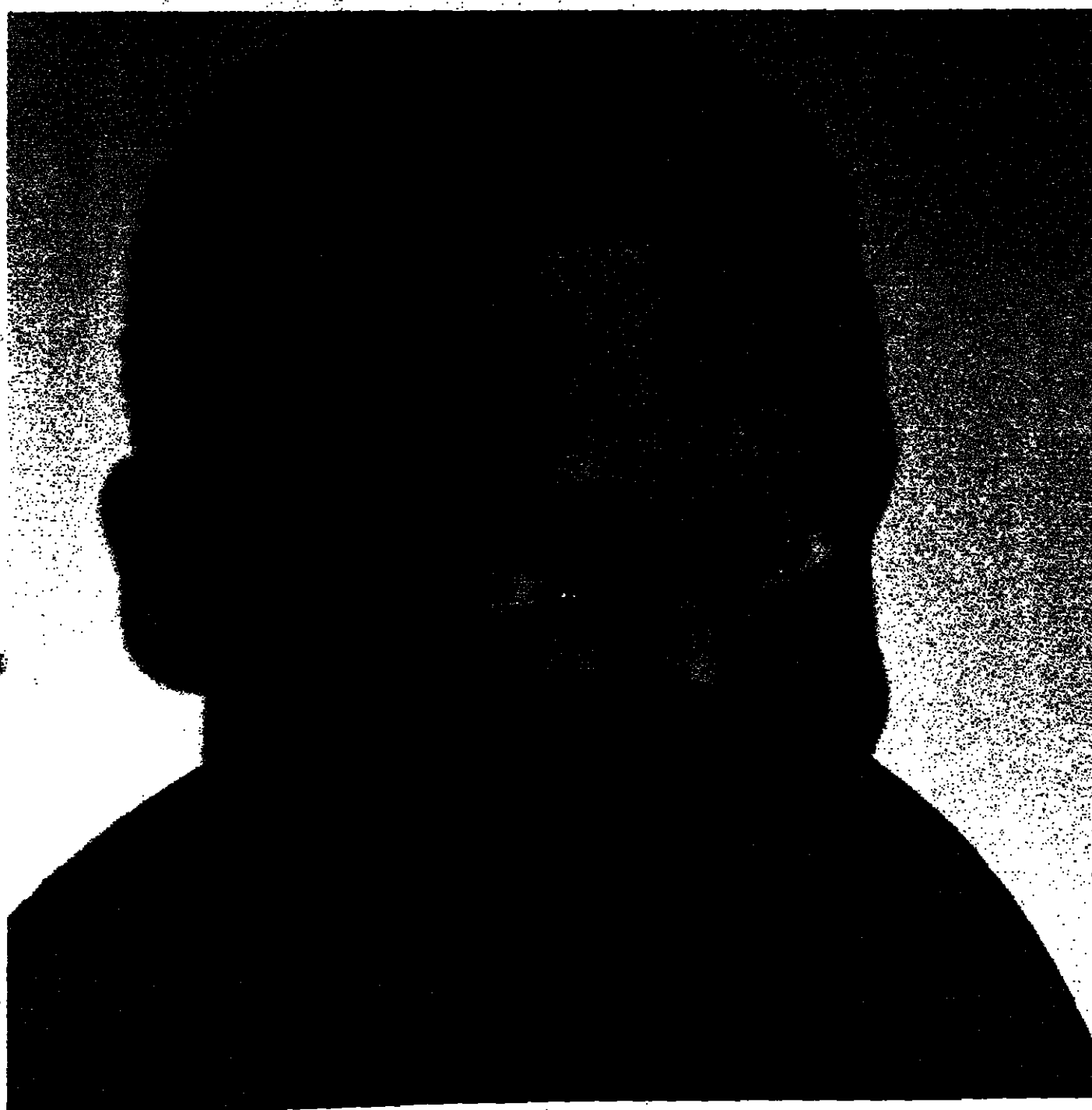
Subpoenas issued by the state attorneys-general were expected to arrive at Microsoft's headquarters yesterday. They demand information about marketing plans for Windows 98, a personal computer operating system due to be launched later this year.

The states' investigation of future product plans is a significant expansion of Microsoft's antitrust problems beyond the narrower focus of a federal lawsuit filed by the Justice Department.

However, in the federal case Microsoft won a significant ruling in its favour when an appeals court suspended the activities of a "special master" or expert adviser, appointed by the lower court.

Microsoft had objected to the appointment of Lawrence Lessig, a Harvard Law professor, on procedural grounds and also claimed he was biased against the company. The appeals court will now hear arguments on the matter in April.

Louise Kehoe, San Francisco

Customer portrait  
Dennis Tuckwell, Musician.



## NEWS: UK

# GTech shares tumble after libel defeat

New Jersey to examine contract with company as Salomon Smith Barney downgrades stock outlook

By Richard Tomkins  
in New York

GTech shares took another drubbing in the US yesterday amid worries that the Monday's libel verdict against the company in London would hit its chances of winning new contracts and renewing existing ones.

A jury decided that Guy Snowden, GTech chairman, had tried to bribe British entrepreneur Richard Branson in an attempt to make him drop his rival bid to run the UK national lottery. In the two-way libel action, Mr Snowden sued Mr Branson for making the allegation.

## National Lottery watchdog resigns

Peter Davis, regulator of the National Lottery, has resigned, Chris Smith, chief minister for culture, said after meeting Mr Davis last night. John Stoker, deputy director-general of the lottery, will take over Mr Davis's duties while a new director-general is sought. The resignation of Mr Davis was demanded on Monday by Richard Branson, victor in the court libel battle with Guy Snowden, chairman of GTech. Yesterday several MPs also urged him to quit.

The Virgin founder counter-sued Mr Snowden and GTech for calling him a liar. GTech is a member of the Camelot consortium which runs the lottery.

As news of the verdict reached

state officials responsible in the US for awarding lottery contracts, at least one GTech customer - New Jersey - expressed concern about the court case.

The New Jersey Treasurer's

Office said: "We are going to examine the libel matter and examine our contract with GTech to determine what options the state has and what actions, if any, the state is going to take."

GTech operates the New Jersey lottery under a five-year contract that began in June 1996, with an option to renew in 2001.

GTech's shares were down 5.1%, or 5.4 per cent, to \$27½ by lunchtime on the New York Stock Exchange. That followed a fall of nearly 4 per cent the previous day.

Yesterday's tumble partly reflected a decision by Salomon Smith Barney, an investment bank,

to downgrade its investment outlook for GTech stock from "outperform" to "neutral", citing damage to confidence in the company's management and the perception of unethical business practices.

The operator of Sweden's state lottery yesterday said it had sought assurances from GTech that it had not been involved in dubious business practices. Tim Burt in Stockholm writes. Svenska Spel, which relies on GTech terminals at 4,000 outlets, raised the issue in meetings with GTech officials in the US last December.

Lex, Page 14

# MPs reject citizenship for empire territories

By Liam Halligan,  
Political Correspondent

The remaining few territories in the British Empire should be given the "maximum degree of internal self-government", a committee of MPs said yesterday, while refusing to yield to pressure for residents of the territories to be granted British citizenship.

The House of Commons

foreign affairs committee said in an interim report into what are now called the Dependent Territories of the UK that extending full citizenship to all 112,000 qualifying residents would "undoubtedly raise very substantial questions". There are 186,000 people living in the territories, of whom about 112,000 now hold British Dependent Territories Citizenship.

The report came ahead of a speech today by Robin Cook, the foreign secretary, in which he is expected to outline the future of the 13 remaining territories and address demands from MPs in the governing Labour party for British status to be extended.

He has been pressed to grant the same status as the citizens of the Falkland Islands and Gibraltar to

those of Anguilla, Bermuda, British Antarctic Territory, British Indian Ocean Territory, British Virgin Islands, Cayman Islands, Montserrat, Pitcairn, St Helena, South Georgia and South Sandwich Islands, and the Turks and Caicos Islands.

Donald Anderson, committee chairman, said MPs were "neither for nor against" offering full citizenship to dependent territory resi-

dents. "Having received representations from every territory, we saw their concern was not with some abstract concept of citizenship but related to specific difficulties like education and work experience," he said.

Mr Anderson also called for the "positive" term "Dependent Territory" to be scrapped in favour of "British Overseas Territories". The committee's report

acknowledged that while Britain remained responsible for the scattered territories there would be "demarcation problems at the margins, and also straight differences of opinion as to the merits of particular courses of action". It said friction between the British government and the chief ministers of the Dependent Territories "should be minimised".

# Fear of being a victim is greater than the actual risk, reports Simon Buckby

## Bursting jails hide the real picture of violence

The British government has predicted a rapid rise in the prison population. Forecasts suggest that the present record of 63,400 could reach 92,600 by 2005. This will require, the projections say, up to 24 new jails.

Such statistics on the prison population suggest an alarming image of a crime-ridden Britain, even though the country has some of the toughest gun laws in the world.

But the expected rise would not be caused solely by rising crime. Changing attitudes have resulted in an increase in the number of jail sentences as opposed to other forms of punishment and in the length of sentences.

The picture of the nation so beloved of former prime minister John Major - unarmed policemen cycling past village cricket pitches while decent men drink warm beer in the sun - is out of date. But have things changed so much that London is starting to copy some of the big cities of other countries, with widespread street robberies, burglaries and violence?

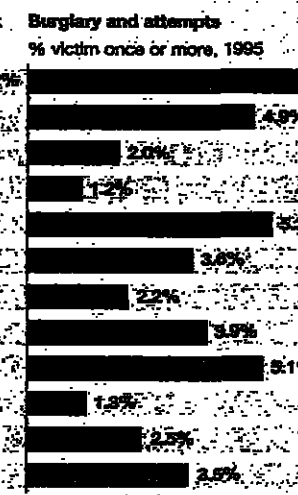
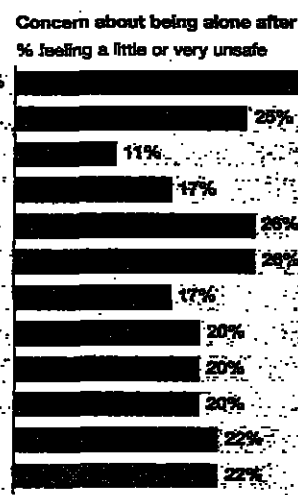
US property crime, and even violent crime, have declined since 1991. Some academics claim London now has a 57 per cent higher burglary rate than New York. In Britain the crime rate grew steadily for 30 years up to the late 1980s when it suddenly catapulted ahead of nearly all other industrialised countries.

UK government figures

## Not so merry England



Source: International Crime Victimization Survey



includes witnessing crime as well as being a victim

## Gun laws become tougher

● 1996 Mar 13: Thomas Hamilton, an authorised owner of guns, kills 16 children and their teacher in a school at Dunblane in Scotland.

● April 25: Dunblane parents meet Major and demand tougher gun laws.

● June 3: Firearms amnesty: until June 30 all illegal guns can be handed to police without fear of prosecution provided they have not been used in crime.

● June 30: Amnesty ends with almost 23,000 weapons handed in.

● Oct 16: Government announces gun curbs beyond those recommended by Dunblane inquiry, and claims the reforms will lead to destruction of at least 150,000 weapons - 80 per cent of them legally held.

● 1997 Feb 27: John Major's government says no handguns of any calibre can be kept at home. Only 22 calibre pistols can be legally held, and they must be kept at secure gun clubs.

● 1998 Feb 1: Labour government begins ban on all handguns including 22 weapons except antiques and starting pistols. Government says more than £30m has been paid to owners who have handed over legally held guns and ammunition for destruction.

show that between 1990 and 1995 total violent crimes - including robberies, personal attacks and sexual offences - jumped by 22 per cent despite the relative absence of firearms among criminals and law enforcement officers compared with other countries. Burglaries continued to soar until 1993 before fall-

ing 9 per cent by 1995. They are still higher than 1990 levels.

The authoritative International Crime Victimization Survey, which compares people's experiences of crime in 11 industrialised nations, paints a picture of stabilising or falling overall crime rates in the first half of the

1990s in nearly all the countries surveyed. The decline was fastest in the US; England and Wales experienced only a slowing in the rate of increase.

So the facts suggest that for a period around the turn of the decade Britain became a more dangerous place. But the growth in actual crime has been far outstripped by a rise in the fear of crime.

England and Wales now top the international league for home security devices. More than three quarters of homes have an alarm, special locks or grilles on windows or doors. The ICVS shows the English and Welsh to be most frightened of crime. More than 9 per cent think they are "very likely" to be burgled within the next 12 months, compared with 4.4 per cent in the US and 5.9 per cent in France.

The UK government's Crime Survey shows that the British public has an exaggerated fear of attack. Some 78 per cent believe that one in three crimes involves violence. The reality is that fewer than one in 10 is violent.

The mix of rising crime in the late 1980s and early 1990s, together with faster

growth in the fear of crime, has tarnished Britain's reputation for safety and security.

The previous Conservative government responded to the public's concern at the rising crime rate with a firm pledge to lock up more criminals. Its mantra was "prison works". Jail was suddenly bursting with two or even three inmates held in cells made for one.

The custody rate - the proportion of those found guilty who are then sent to prison - rose from 44 per cent to 60 per cent between 1992 and 1996, as courts responded to politicians' demands for tougher sentences. The length of the average adult sentence was increased from 21 months to 23.4.

The current Labour government has also made law and order a priority. To combat the visible signs of crime - and reduce fear - the government is focusing attention on public order.

Although such measures will not reduce the prison population they should help bring public perception into line with the reality that Britain is no more frightening than most comparable European nations.

# Sports sponsors pay out extra 7%

By Patrick Harverson  
in London

The value of sports sponsorship deals in the UK grew 7 per cent last year to £321.6m (£537.1m) despite a drop in the number of contracts with cigarette manufacturers, official figures showed yesterday.

But the government's effort to persuade the industry to avoid taking money from companies whose products might harm consumers' health was undermined by the news that the drinks industry remains sport's biggest backer.

Of the record 986 sponsorship deals recorded last year, 163 - 16 per cent - involved drinks companies, including many which promote some of the best known beer and spirit brands.

The motor industry was the second biggest backer, followed by the sportswear sector and banking and finance, which all reported a growing involvement. The number of deals with tobacco companies declined from 34 to 29.

The Department of Culture, Media and Sport reiterated its promise that the government would help sports replace tobacco sponsorship. Under recent legislation, supported by the European Commission, sponsorship of sport by tobacco companies will be banned in five years. But a few sports, such as Formula One motor racing, will be given an additional two years to attract new sponsors.

Although it has ruled out providing financial support to help make up the shortfall, the government intends to set up a special industry group containing five or six prominent figures from the world of sport and business who will work with individual sports to find new sponsors. The members of the group should be announced in coming months.

The growing popularity of sport among companies was underlined yesterday when the Rugby League authorities announced they had signed a two-year sponsorship deal for the Super League with JJB Sports, the sports goods retailer.

The deal, which is believed to be worth £1.3m-£1.5m, replaces a previous contract with Bass, the brewing group, which pulled out of sponsoring rugby league's premier competition late last year.

## UK NEWS DIGEST

# Irish premier in terror warning

Bertie Ahern, prime minister of the Republic of Ireland, yesterday warned that "freelance" terrorists were threatening the Northern Ireland peace process. He also voiced concern about an anti-Protestant backlash in the republic following killings of Roman Catholics in Northern Ireland by the breakaway Loyalist Volunteer Force. The LVF rejects the ceasefire observed since 1994 by bigger anti-republican paramilitary groups. Mr Ahern's statement in the Dáil, the republic's parliament, comes amid growing confusion about the latest bout of sectarian threats in border areas. Mr Ahern said there had been warnings from "known as well as unknown organisations". He said: "Apparently, there are a number of younger members of these organisations who are freelancing to quite an extent - and that is a concern."

In border areas yesterday, Protestants working for the environment ministry in Northern Ireland refused to salt roads because of threats, while police in the republic moved to reassure isolated Protestants after threats from an organisation calling itself the Catholic Reaction Force.

John Murray Brown

## MINIMUM WAGE PROPOSAL

### Armed forces to be exempt

Margaret Beckett, the chief industry minister, has been forced into an embarrassing U-turn by agreeing to exempt the armed forces from the government's planned national minimum wage. The climbdown represents a victory for George Robertson, the chief defence minister. Mrs Beckett and Ian McCartney, the minister responsible for the minimum wage, had insisted that excluding the forces was unnecessary and could open the floodgates to other demands for exemptions. The concession was seized on by John Redwood, the opposition Conservative party's industry spokesman, who has frequently predicted that the government would be forced to water down the measure. He said yesterday: "Why does Mrs Beckett think that the only group in the country who should not be covered by the minimum wage are our brave forces?" Critics suggest the Ministry of Defence is concerned because infantry privates earn close to £3.50 an hour, widely seen as the lowest likely level for the minimum wage.

David Wighton

## UNEMPLOYMENT

### New measure to be adopted

THE DEFINITION OF UNEMPLOYMENT MAY HAVE CHANGED, BUT THE DEFINITION OF 'BONE IDLE' HASN'T



The government yesterday announced that it would adopt a new measure of unemployment, using an international standard for UK labour market statistics. The move comes after years of criticism by the governing Labour party while in opposition that the previous measure - those unemployed and claiming benefits - had been manipulated and did not give the true level of unemployment. From April, the Office for National Statistics will publish unemployment figures from its

Labour Force Survey every month, using standard international definitions of unemployment. The ONS currently publishes the survey every three months. The claimant count will continue to be published alongside the monthly survey. The survey involves 60,000 households, asks individuals directly whether they have looked for a job in the last month and if they are able to start work in the next two weeks. But the two measures show widely differing estimates of the labour market. The most recent LFS survey, conducted in the autumn and published last month, found the unemployment rate was 6.5 per cent. The December claimant count's proportion of the workforce was just 5 per cent. The new measure puts total unemployment at 1.84m, while the latest claimant count total was 1.41m. The old measure particularly understates the number of unemployed women.

Richard Adams

## CHANNEL TUNNEL RAIL PROJECT

### Regulator resists link concessions

Railtrack would have to improve its investment programme to win any concessions from John Swift, the industry regulator, in return for rescuing the Channel tunnel rail link, it emerged yesterday. The company is the privatised owner of most track in the UK. Mr Swift is understood to oppose to any attempt to "bounce" him into granting favours to Railtrack and would expect any deal to emerge from the two-year review he has just begun into the way the company levies track access charges. Railtrack wants to take over the construction and operation of the 110km link between London and the Channel tunnel following the collapse last week of the original £5.4bn (\$8bn) scheme promoted by London & Continental Railways. The regulator has frequently criticised Railtrack for failing to maintain the pace of its £16bn 10-year investment programme.

Charles Batchelor

## TRAIN LEASING

### Rethink on rolling stock contracts

John Swift, the rail regulator, is to consider whether existing rolling stock leasing contracts should be revised as part of a review of the rail leasing market launched yesterday. Reopening existing contracts, which run for up to seven years, would affect the three rolling stock leasing companies or "roscoes". They have tended to assume that any tightening of legislation would only apply to new contracts. Mr Swift is considering introducing controls on the roscoes, which supply rolling stock to the privatised train operating companies, if they are found to be abusing their market power. The roscoe's activities are covered by general UK competition legislation.

Charles Batchelor

## CHINOOK CRASH

### Former officer calls for inquiry

A former Chinook squadron leader in the Royal Air Force has called for a new inquiry into the 1994 Chinook helicopter crash in which 25 intelligence experts died in Scotland. Bob Burke, an experienced pilot, said yesterday he had been ordered not to share his expertise with the RAF's investigation into the crash - which blamed the two dead pilots.

Liam Halligan

# Forecast of CJD epidemic is reduced

By Alison Maitland  
in London

The incidence of "new variant" Creutzfeldt-Jakob Disease suggests that 100 to 1,500 people will be affected rather than the tens of thousands once feared, the government's chief adviser on the disease said yesterday.

At the same time, BSE or "mad cow disease" is fast disappearing in the UK, said Professor Sir John Pattison, chairman of the Spongiform Encephalopathy Advisory Committee (Seac).

"I hope and believe that 1998 will be the turn around year for BSE; at the end of 1997 we got to the very bottom of the problem," he said. He added that there was no threat to human health from beef and its products.

His comments on the two linked brain diseases were made to the annual meeting of the National Farmers' Union of England and Wales in London.

The 10 cases of nvCJD last year, the same number as in 1996, indicated that the incubation period of the fatal dis-

ease was probably 10 to 15 years rather than 20 to 25 years, he said.

This suggested that the number of cases would be in the hundreds rather than 80,000 or even 500,000 as once predicted.

Prof Pattison said some of his colleagues on Seac took a more cautious view, and he stressed that the numbers would inevitably be serious. "Don't forget that this is a dreadful and uniformly fatal disease." However, it was likely the epidemic would be relatively small.

He said the public also appeared less worried about the dangers of BSE than a year ago, pointing to consumers asking for beef on the bone in defiance of the government's ban.

The projected number of BSE cases is 1,741 this year, 641 next year, 235 in 2000 and 89 in 2001. At its peak in 1992, there were 36,882 cases. "These predictions have been very accurate in the past. I have no reason to believe they will not continue to be."

● Sir David Naish, retiring

NFU president, told the meeting agriculture desperately needed a single European currency. It would end the dramatic swings in sterling that have left agriculture in serious difficulties.

Acknowledging that this would upset some farmers opposed to monetary union, he said there was no alternative to joining "at the right rate and at an early date."

He said government indecision over joining had hit farmers badly because it had led to continued upward pressure on the pound.

# West Africa 'enters premier league of crime'

By Jimmy Burns in London

West Africa has entered the "big league" in organised crime ranking from financial fraud to drugs, a top police officer warned yesterday.

John Abbot, director general of the National Criminal Intelligence Service, said: "These criminals are heavily involved in exploiting individuals, companies and governments all over the world."

He was speaking at the official launch of a new law enforcement unit. The office - to operate under the umbrella of NCIS - will

co-ordinate intelligence, investigation and prosecution by UK police, Customs officers, security services and the Foreign Office. It will have a specific focus of West Africa.

According to conservative police intelligence estimates, fraud committed by West African criminals in the UK last year included housing and social security benefits transactions. It was estimated at £3.5bn (\$5.8bn) last year with the activity spreading internationally.

One of the most common activities, a favourite of Nigerian fraudsters, is so-called advance-free fraud, in which individuals or

companies are drawn into bogus transactions in letters purportedly signed by local government or banking officials.

Last year, 68,000 such letters were handed in by the public to the UK police compared with 52,000 in 1996 and 28,000 in 1995.

Police officers say these figures reflect a growing awareness by the public and an acceleration in the activities of the fraudsters. Currently about 10 per cent of the letters in circulation are thought to involve initial transactions, with about 1 per cent resulting in a heavy loss to the company or the individual.

Officially announced yesterday, the unit has been undergoing a "development phase" since October 1997.

It is understood to have already intercepted one case involving an unnamed British company and a bogus contract worth £96m in Nigeria, for which the company was originally persuaded to pay £25,000.

Others results achieved by NCIS since October include 25 arrests, the recovery of 26kg of cocaine and the interception of five fraudulent cheques with a total face value of \$544m.

## PERSONAL

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مكتبة النور



## ARTS

# Artists drawn to Los Angeles

Lynn MacRitchie finds inspiration in the founding homeland of pop culture

Is it a pig? Is it a potato? No, it is "blackelephanthouse" - the enormous, curvy, blobby, organic sculpture that Los Angeles artist Peter Shelton is completing at the Henry Moore Studio at Dean Clough, Halifax, where he is visiting artist. Nicknamed "Big Pink", the piece has come a long way from Malibu. There, Shelton's studio, a factory-sized space where assistants whiz around in lift trucks, is set in a canyon among rolling hills. While drinking coffee in Shelton's home next door, floor-to-ceiling plate glass windows allow the visitor to admire the horses corralled on the slope below.

Looking around the studio, the variety of work is striking. Casts for a show in preparation for the Irish Museum of Modern Art represent an anthology of his work of the past decade: 193 elements resembling every sort of body part - arms, legs, hands, feet - are clustered together, like votive offerings to a saint known to cure bodily ills. As an art student in the 1970s, Shelton often felt constricted by minimalism, the doctrine of the time. He has described his progress since then as a long journey back to the exploration of natural form.

The expansiveness and variety of Shelton's work would be unusual in a European or even a New York context, but it is typical of the individuality that is the single characteristic shared by artists who live and work in Los Angeles.

In the spotlight of New York, the pressures of the art market are inescapable. In L.A., artists still have time to grow. "LA is a city which leaves you alone," observes Peter Gould, L.A. Louver gallery founder, who came to Los Angeles from London 25 years ago.

European ideas of Dada and Surrealism were brought to L.A. by wartime exiles including Marcel Duchamp and Man Ray, he explained, and were quickly understood and absorbed by local collectors such as Walter Arensberg, patron of Duchamp. Subsequently, local American artists such as Wallace Berman and Edward Kienholz were influential figures in the Beat movement.

Forty years later, when artists

are ever more restricted by the demands of dealers and clients, L.A. still offers them room to be themselves.

One of the L.A. Louver gallery's most distinguished artists is David Hockney, another long-time British exile. Hockney has been famously inspired by the physical look of L.A. - including his own house with its lush garden and much-painted swimming pool, and latterly the landscapes of the desert and canyons that surround the city.

Back downtown, a metal door in a small nondescript brick building opens on to his vast working studio. When I visited it, Hockney and his assistants were preparing for the retrospective of his photoworks now at the Ludwig Museum in Cologne. His beloved dachshunds trotting at his feet, the artist hurried in, affable and excited about his new work. He waved his arm towards a huge photo piece taking shape on the studio wall.

"I'm calling it 'Hasbandry in

the West Riding,'" he told me, gazing happily at the colour laser blow-ups of 60 of his photos of the Yorkshire countryside. He recalled as a teenager stooking corn on the hills now worked by the huge combine harvesters he has photographed. He considers them "just as romantic. They're like huge insects, laying their eggs on the field..."

Hockney's long exile in Los Angeles has not dimmed the sharpness of his observation of his beloved Yorkshire. The county also features in a new series of paintings, currently on exhibition there at Salts Mill near Shipley, their colours as intense as if flooded in Los Angeles' light.

"I'm going back to painting," Hockney observed. "A painting is a real object which can be carried about... all this technology is all very well, but painting takes time, and time is what really matters..."

Since Hockney made his home there in the 1960s, the L.A. art scene has changed. It used to be

that an artist wishing to get on had no choice but to go to New York. Now, some of the most influential figures on the US and international art circuit, including Bill Viola, Chris Burden, Charles Ray, Mike Kelley and Paul McCarthy, are all based in L.A. Peter Sellers, the theatre director, moved to L.A. he told me, "because Bill Viola lives there, and if art that good is done there, that's where I want to be".

One of L.A.'s strongest points continues to be its art schools, Cal Arts, the Art Centre at Pasadena, the Otis Art Institute and UCLA. During the 1970s, with little or no infrastructure of museums and galleries, Cal Arts was the hub of the art scene. Mike Kelley, among others, studied there.

Knight, then a curator at the Museum of Contemporary Art in San Diego, put on Kelley's first performance, in 1979. "I could see he would define

the next generation of artists - I don't know if anyone has felt like that about an artist from L.A. before." Significantly, when Kelley graduated from Cal Arts, he did not leave town. He is still there, settled in a small house in East L.A., a part of town that taxi drivers do not like to come to.

Kelley's breakthrough shows were in Germany and at the ICA and Hayward Galleries in London in the early 1990s. His work explores the tatty detritus of teen angst - toys, pennants, clothes, school badges - both on their own and in powerful installations and performances. They have opened up a range of subject matter that has influenced a new generation, including the much vaunted young artists of Britain.

Why did he think his work had had such a powerful influence? "Now that the avant garde is dead," he replied, "the teenager is the last rebel." Knight confirmed there were now "about 60 galleries I keep

my eye on in L.A., about five times as many as anywhere else except New York".

As well as this local interest, there is also "huge interest in Europe in L.A. artists". His explanation for this is worth pondering. "Lately, Europe has been set adrift, has lost its sense of identity. Oddly enough, the one place everyone looks to is pop culture: that has become the one thing everyone shares - and the founding homeland of that is L.A. Los Angeles has become the common root of so much of the world, and artists are conscious of this mass cultural experience..."

Or as Mike Kelley put it: "All art is pop art now."

"blackelephanthouse" Henry Moore Studio, Dean Clough, Halifax. Studio visits until 23 May (0113 234 3158). "godspies", Irish Museum of Modern Art, Royal Hospital, Kilmaham, Dublin, March 5 - June 14 (353 1 612 9900). David Hockney photo retrospective, Ludwig Museum, Bischofsplatzstrasse 1, Cologne, until March 18 (49 0221 2513370). Yorkshire landscape paintings, Salts Mill, Victoria Road, Saltaire, Near Shipley, until the end of March (012 74 531163).

## Opera/Richard Fairman

### High-tech Dutch 'Ring'

There is nothing like a new production of Wagner's *Ring* to bring out the powers-that-be in the world of opera. The audience for *Die Walküre* at the Muziektheater in Amsterdam on Saturday was like a roll-call of the most influential operatic bosses from around Europe.

Some may have come because they wanted to hear a specific member of the cast, but in general there will have been a desire to size up what the opposition is doing - in a friendly way, of course. The combination of musical and dramatic challenges presented by each of the four *Ring* operas means that a company has to be on its metal. No better opportunity comes round to judge its present standard and a successful production can set a benchmark for everybody else.

Amsterdam's new *Ring* is being assembled over the course of a year. *Das Rheingold*, unveiled in September last year, suggested it would be a technological *Ring*, full of expensive stage gadgets, but short on human feeling. *Die Walküre*, the second instalment, has now followed with a small shift in emphasis: there was less state-of-the-art technical trickery, but that only laid bare more clearly the lack of engagement with the heart and soul of the opera.

The look of it is certainly striking. Pierre Audi, artistic director of the Netherlands Opera and producer of this cycle, has his eye on a *Ring* for the 21st century. In this high-tech world a vast circular platform swirls around from the rear wall of the stage out across the orchestra pit. Two rows of the audience sit in danger seats, hanging from the ceiling, while the orchestra is squashed into a cut-away section of the acting area in mid-stage surrounded by the drama.

Either that is a meaningful idea on Audi's part, or somebody decided that the orchestra would sound better there, given the Muziektheater's problem acoustics. Unfortunately, Hartmut Haenchen is not the conductor to capitalise on the warmer sound (wind still rather recessed, strings with a nice bloom despite the lack of elbow-room) that he could get from the Netherlands Philharmonic in its makeshift pit. The performance was pedestrian and, what is more, lumped along at some slowish walking speeds.

Audi's mostly sensible production contents itself with setting a serious tone and does little else, except mark the conclusion to each act with a *coup de théâtre*. Most bizarre was the end of the first act, when what looked like a railway shed went running off down the tracks, "hotly pursued" by Siegmund and Sieglinde as if they had just missed the last train to Valhalla. The Ride of the Valkyries was accompanied by some spectacular fire effects, but then there were no flames at all for the final scene, when a wall of fire is exactly what is called for.

In between, some of his cast would certainly have benefited from more intrusive directorial help. John Brucheler as Wotan has a decent grip on the character and sings acceptably, but lacks the stature for the role. It would take more of a personality to carry off a Wotan with a pistol. His Fricka, Reinhold Runkel, has been deprived of Freia's youth-endowing apples and has turned into a white-haired old crone since *Rheingold*, though she gets a good grip on the words.

John Keyes made a baritone, straightforward Siegmund and Nadine Secunde, more effortful vocally than



Jeannine Altmeyer as Brünnhilde in Pierre Audi's new production of *Die Walküre*

of old, a gutsy Siegmund. She might with benefit have swapped roles with the still youthful-sounding and lyrical Jeannine Altmeyer, whose stamina ran out before Brünnhilde's role reached its climax. With Kurt Rydl as a vicious Hunding and a lively posse of Val-

kuries, this was a cast that had the potential to deliver a more interesting and moving performance than we were actually given.

The Netherlands Opera has some good constituent parts to its unfolding *Ring* - an able orchestra, a number of respected Wagnerian

voices and, most important, the financial means to achieve its ends - but no single participant seems to have any strong message to put across. The suspicion lingers that the company is climbing this operatic peak simply because - like Everest - it is there.

## Disorder in the House

The Royal Opera is at an all-time low in the public esteem. Andrew Clark explains why

Six years ago, Nicholas Payne turned down the job of general director of English National Opera, preferring instead to go to Covent Garden as director of opera. On Monday the offer came up again, and this time he accepted. His decision reflects his growing disillusionment with the Royal Opera House, which he joined in the hope of eventually succeeding Jeremy Isaacs as general administrator.

It leaves the ROH in a bizarre situation. The newly-appointed board chairman, Lord Chadlington, Sir Colin Southgate, knows little about opera or dance, but is expected to play a key role in relaunching one of the world's great companies. His chief executive, Mary Allen, has no experience of running a major performing arts organisation before her arrival last September. The company is at an all-time low in public esteem, and its finances are so parlous that it is not able to issue singers' contracts for the summer. No wonder Payne decided to jump ship.

He was twice overlooked as chief executive at Covent Garden - first in favour of Genista McIntosh 18 months ago, then Mary Allen last year - because the board did not think he was a good enough administrator. He now has the opportunity to prove them wrong. Although ENO's financial plight is almost as serious as Covent Garden's, Payne will be joining a company with a strong management structure, a clear artistic profile and a popular mandate - none of which Covent Garden enjoys. He will resume his collaboration with Paul Daniel, ENO's music director, with whom he worked so fruitfully at Opera North in the early 1990s. Most important of all, he will have complete executive responsibility. At Covent Garden, his duties were confined to programming and casting.

Since Allen's arrival, there has been criticism of the apparent under-the-table manner of her appointment, and Payne's departure leaves her more exposed than ever. It also lays bare the ROH's arcane and overcrowded management structure.

The separation of artistic and administrative authority, with the latter paramount, is an anomaly which no other major opera house would tolerate. It encourages board members to interfere in day-to-day management - an opportunity the ousted chairman, Lord Chadlington, and wealthy fund-raiser Vivien Duffield are accused of exploiting.

The result is that no one knows who is in charge. Until the ROH has a chief executive with artistic authority, no amount of independent panels or New Labour directives will give it the credibility it desperately needs. An opera house is not an administrative structure divorced from what goes on stage; it is a living, breathing organism in which artists perform to the highest possible standard for an interested public. You cannot run such an institution unless you have artistic responsibility. That is why Allen's position is untenable.

Look at Peter Jonas in Munich, Hugues Gall in Paris, Ioan Holender in Vienna, Götz Friedrich and Daniel Barenboim in Berlin: all have ballet companies under their wing, all have strong administrative teams - but all bear ultimate responsibility for what happens in their theatre.

At the ROH, by contrast, there are three boards, two artistic directors with competing and often conflicting interests, a passive music director and a chief executive who would not know how to cast *La bohème*. Given the ROH's continuing

financial problems and Allen's skilful moves to consolidate her position, it is hard to see how anyone but a cipher would want Payne's job.

Under David Webster and John Tooley, the ROH's first two general directors, there was no division of responsibility. Both knew how to run a theatre, and both knew a crotch from a hatchet. On the recommendation of the 1983 Priestley report, Tooley reluctantly created the post of opera director, but continued to run the show. The role of opera director grew under Isaac, but it was only after Chadlington became chairman and Isaacs stepped down, that the top job was renamed chief executive, with no artistic responsibility. It meant that in any conflict between administrative and artistic priorities, Chadlington had the final say. And when Allen, Chadlington's friend and former Arts Council colleague, was hastily appointed last year, the lines of authority became even murkier.

Payne's departure means the board is more dependent than ever on Allen to sort out the ROH's political and financial problems. While she is doing so, the only realistic way forward is to cancel next season's projects, close down the company and appoint a small planning team to organise the re-opening of Covent Garden in December 1999. That would give the board time to find a major figure, untainted by the failures of the past 18 months and capable of taking the ROH into the next century.

But with a board chairman who does not want his opera going downgraded by people in "shorts and smelly trainers", and a chief executive who sits on the very panel, led by Sir Richard Syre, which is supposed to be coming up with a solution to the mess, who will lay bets on a change of culture at Covent Garden?

## INTERNATIONAL ARTS GUIDE

### AMSTERDAM

**EXHIBITIONS**  
Stedelijk Museum  
Tel: 31-20-5732911  
www.stedelijk.nl  
Stuart Davis (1892-1964): survey of work by the American painter often seen as a link between American modernism, abstract expressionism and Pop Art. Deeply impressed by the painters of the European avant-garde, Davis was also influenced by Afro-American jazz, and made his mark with a series of still lifes on the theme of tobacco; to Mar 29

**OPERA**  
Netherlands Opera, Het Muziektheater  
Tel: 31-20-551 8971  
*Die Walküre*: by Wagner. New production conducted by Hartmut Haenchen in a staging by Pierre Audi; Feb 4, 7

**BARCELONA**  
**EXHIBITIONS**

**Fundació Joan Miró**  
Tel: 34-3-329 1908  
www.fundaciojmiró.es  
Liza Lou: The Back Yard. Installation by the American artist, which critically recreates the typical American garden; to Mar 15

**BERLIN**  
**CONCERTS**  
Philharmonie  
Tel: 49-30-2548 8354  
Berlin Philharmonic Orchestra: conducted by James Levine in works by Webern, Messiaen and Brahms; Feb 4, 5, 6

**BRUSSELS**  
**OPERA**  
La Monnaie  
Tel: 32-2-229 1211  
El Amor Brujo/La Vida Breve: by Manuel de Falla. Both works are staged by Herbert Wernicke and conducted by Mark Stringer; Feb 4, 5

**CHICAGO**  
**CONCERTS**  
Orchestra Hall  
Tel: 1-312-294-3000  
www.chicagosymphony.org  
Chicago Symphony Orchestra: conducted by Daniel Barenboim in works by Beethoven, Carter and Tchaikovsky; Feb 5, 6, 7, 10

**GLASGOW**  
**OPERA**  
Theatre Royal  
Tel: 44-141-332 9000  
Scottish Opera: Così fan tutte; by

Mozart. New production by Stewart Laing, conducted by Nicholas McGegan; Feb 5, 7

**HELSINKI**  
**OPERA**  
Finnish National Opera  
Tel: 358-9-4030 2211  
Come back, Gabriel: world premiere of Ilkka Kuusisto's new work based on the true story of a confidence trickster who preyed on lonely women. Conducted by the composer in a staging by Jussi Tapola, with designs by Anna Kontek; Feb 6

**LONDON**  
**EXHIBITIONS**  
National Portrait Gallery  
Tel: 44-171-3060055  
High Society: Edwardian Photographs. A collection of studio portraits, reprinted from a recently rediscovered cache of original negatives. Subjects include Lloyd George, Winston Churchill and Lillie Langtry; to Jun 21

**Tate Gallery**  
Tel: 44-171-887 8000  
Per Kirkeby (b. 1938): continuing the series of contemporary sculpture displays, this exhibition includes paintings, sculptures and a specially constructed brick structure by the Danish artist; to May 26

**OPERA**  
English National Opera, London Coliseum  
Tel: 44-171-632 8300  
Eugene Onegin: by

Tchaikovsky. Conducted by Michael Lloyd in a staging by Julia Hollender; Feb 4  
The Magic Flute: by Mozart. Conducted by Christopher Moulds in a staging by Nicholas Hytner, revived by David Ritch; Feb 5

**LOS ANGELES**  
**CONCERTS**  
Dorothy Chandler Pavilion  
Tel: 1-213-365 3500  
Los Angeles Philharmonic: conducted by Mark Wigglesworth in works by Brahms and Beethoven. With piano soloist Stephen Kovacevich; Feb 5, 7, 8

**MANCHESTER**  
**CONCERTS**  
Bridgewater Hall  
Tel: 44-161-907 9000  
Hallé Orchestra: conducted by Kent Nagano in works by Britten, including his Double Concerto. With viola soloist Yuri Bashmet and violin Gidon Kremer; Feb 5

**MILAN**  
**OPERA**  
Teatro alla Scala  
Tel: 39-2-88751  
www.lascala.milano.it  
Die Zauberflöte: by Mozart. Conducted by Roberto Muti in a staging by Roberto De Simone; Feb 5, 7, 10

**MUNICH**  
**EXHIBITION**  
Haus der Kunst  
Tel: 49-89-211270

Symbolism in England 1880-1910: previously seen in London's Tate Gallery, this show presents work by British pre-Raphaelites alongside that of their European contemporaries. Includes works by Rossetti, Burne-Jones, Watts and Lord Leighton; to Apr 26

**JAZZ**  
Philharmonie Gasteig  
Tel: 49-89-5481 8181  
Michel Petrucci All Star Trio 1998: featuring Anthony Jackson and Steve Gadd; Feb 5

**OPERA**  
Philharmonie Gasteig  
Tel: 49-89-5481 8181  
Die Zauberflöte: by Mozart. Polish Opera production by Mark Tracz; Feb 8

**PARIS**  
**CONCERTS**  
Salle Pleyel  
Tel: 33-1-4561 6589  
Orchestre de Paris: conducted by Theodor Guschlbauer in works by Rouse and Brahms. With violin soloist Shimo Mizut; Feb 5, 6

**EXHIBITIONS**  
Musée d'Orsay  
Tel: 33-1-4549 1111  
www.musee-orsay.fr  
Manet, Monet, and the Gare Saint-Lazare: places Manet's famous painting in a context provided by works by other artists and a group of related drawings, prints and photographs; to May 17, then transferring to Washington

**OPERA**  
Opéra National de Paris, Opéra Bastille  
Tel: 33-1-4473 1300  
Tosca: by Puccini. Conducted by Jan Latham-Koenig in a staging by Walter Schroeter. Maria Guleghina sings the title role; Feb 7, 10  
Tristan und Isolde: by Wagner. New production conducted by James Conlon in a staging by Stein Winge, with designs by Lennart Mörk; Feb 4, 8

**Opéra National de Paris, Palais Garnier**  
Tel: 33-1-43439696  
Così fan tutte: by Mozart. Conducted by Gary Bertini in a staging by Ezio Toffolutti; Feb 5, 8

**ROME**  
**OPERA**  
Teatro dell'Opera  
Tel: 39-6-481601  
www.teatrodelopera.it  
Le Nozze di Figaro: by Mozart. Production for the Teatro Comunale in Florence by Jonathan Miller. Conducted by Hans Graf; Feb 5

**SAN FRANCISCO**  
**CONCERTS**  
Davies Symphony Hall  
Tel: 1-415-864 6000  
www.sfsymphony.org  
San Francisco Symphony Orchestra: conducted by Carl St. Clair in works by Haydn, Brahms

and Mendelssohn; Feb 5, 6, 7

**TEL AVIV**  
**CONCERTS**  
Mann Auditorium  
London Symphony Orchestra: conducted by Sir Colin Davis in works by Sibelius and Beethoven; Feb 4, 5, 7

**TOKYO**  
**CONCERTS**  
Suntory Hall  
Tel: 81-3-3289 9999  
Deutsche Oper: conducted by Dietrich Fischer-Dieskau in works by Mozart; Feb 6

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● **WORLD SERVICE**  
BBC World Service radio for Europe can be received in western Europe on medium wave 648 kHz (483m)

**EUROPEAN CABLE AND SATELLITE BUSINESS TV**  
● **CNN International**  
Monday to Friday, GMT: 06.30: Moneyline with Lou Dobbs 13.30: Business Asia 19.30: World Business Today 22.00: World Business Today Update

● **Business/Market Reports**  
05.07: 05.07: 07.07: 08.20: 10.20: 11.07: 11.32: 12.20: 13.20: 14.20  
At 08.20 Tanya Beckett of FTTV reports live from LFFE as the London market opens.



## COMMENT &amp; ANALYSIS



Lionel Barber

## Europe's exhibits stir

Sir Leon Brittan's EU-US trade initiative carries the message that the EU wants to play a bigger role in a more equal transatlantic partnership

One member of President Bill Clinton's cabinet refers to Europe as 'The Museum'. Visitors can enter the French room, the German room, or the Italian room. Each displays a glorious industrial heritage. Each betrays a musty attachment to the past.

Irving Kristol, an influential conservative writing in the Wall Street Journal, painted a similar picture this week of a petrified society held captive by statism, high unemployment, Green activists, and shrinking populations. Europe was in the process of trying to disengage its economy from the world economy. 'A better prescription for ultimate impoverishment could not have been invented,' he declared.

Steady on, Mr Kristol. The European Union is not quite ready to play the international pauper. Take a look at the news this week from the World Economic Forum in Davos. European and US officials are considering a sweeping plan to remove barriers to transatlantic trade and investment - an initiative on a scale larger than the Nafta free trade agreement between the US, Canada and Mexico.

Many details have still to be settled. But Sir Leon Brittan, Europe's trade commissioner, has been working on a blueprint for a 'transatlantic market place' since late last summer. He has discussed it informally with EU ministers and leading US officials. Tony Blair, the British prime minister who holds the rotating EU presidency, may well raise the issue with Mr Clinton during his trip to Washington tomorrow.

There are four elements: a free trade area in services; a drive to reduce industrial tariffs to zero across the board; an acceleration of mutual recognition agreements on standards, testing and certification of prod-

ucts; and a basket to deal with vexed issues such as public procurement, agriculture and, possibly, provisions on labour and environmental standards.

It is unclear whether these elements should be negotiated separately or as a package. But these are tactics. What matters is the broader political message: Europe is mobilising in favour of a more equal transatlantic partnership. In the new order, US military supremacy inside an enlarged Nato alliance will be balanced by EU economic power that derives from its one-third share of world trade, the weight of a future single currency, and an internal market soon to embrace almost 500m consumers.

Sir Leon Brittan - a shrewd observer of US politics - detects a mood swing in Washington. Asia's financial crisis has made Americans think twice. Europe looks more stable, more reliable. Economic and

monetary union could have potentially profound consequences for the \$1,000bn in goods, services and investments that cross the Atlantic each year. This could be the time to engage the US in a broader dialogue on monetary, trade and investment issues.

Some of these arguments are self-serving. Sir Leon first wants to shore up the free trade coalition in Washington. Mr Clinton's failure to win fast-track trade authority last November revived fears about a Republican majority in Congress retreating into economic isolationism. He also knows that a new trade negotiation with the US offers a chance for the Commission to win the argument it lost in the Maastricht II negotiations, where it failed to win exclusive negotiating authority in services and intellectual property.

Despite these caveats, it is worth considering the proposition that strengthening the transatlantic relation-

ship in 1998 may depend more on Europe than America. In the last multilateral trade negotiations, on financial services and telecommunications, the EU - not the US - took the lead. Arguably, an ambitious EU-US free trade agreement on services, touching on aviation, shipping, and the audio-visual sector, could act as a locomotive to the rest of the world in a new global trade round.

The second argument is that the building-block approach toward a transatlantic market place - first developed through the transatlantic business dialogue in 1993 - has shown its limitations. True, cumbersome regulations were removed last year on information technology products, telecommunications equipment, and pharmaceutical production; but progress is painfully slow. National regulatory agencies still rule the roost. Only political leadership can break the deadlock, says a European industrialist.

Meanwhile, nagging trade disputes between the US and EU are proliferating. Beef hormones, meat safety, genetically modified organisms, and the repercussions of the BSE or mad cow disease crisis - these add up to a plethora of health, consumer safety and environmental wrangles that plague EU-US relations.

It was ever thus, but the difference today is the size of the problem. Ten years ago, a dispute over certification could cost \$30m; today it can run into billions. Which is why Sir Leon argues that it is time to rethink the politics of trade.

Tariff barriers are not the problem, whatever the French may think. They account for a fraction of EU or US trade. In the next generation of trade issues, regulatory issues will be paramount.

This means zeroing in on standards, norms, certification and testing, particu-

larly in the service sector, the chief source for job creation. Hence the Commission's decision to explore the scope for extending mutual recognition agreements with the US, borrowing the methods used in the 1980s to dismantle barriers to trade and investment in the EU's internal market.

The idea is to replace the present patchwork with an overarching agreement on common principles or regulatory convergence.

Numerous questions remain. Will the proposed pact look like sweetheart deals between rich countries? Will they be compatible with the multilateral obligations of the World Trade Organisation? How will the French be seduced into embracing more free trade? (In Paris, they are already complaining about the EU's free trade *doublet*.) And, finally, the billion-dollar question: will the US submit to legally binding arbitration, especially since the Europeans want to extend the remit of the deal beyond Congress to the 'sub-federal' level of the states?

Veteran US trade experts are doubtful. There is a long tradition of unilateralism in Washington. Transatlantic disputes over the anti-Cuba Helms-Burton law and the Iran-Libya sanctions act could flare up again in the next few weeks. This is no time to put Mr Clinton on the spot. A step-by-step approach to the transatlantic marketplace is safer. Anything that smacks of a treaty runs the risk of rejection from Congress.

But Sir Leon - supported by a cross-party coalition in the European Parliament and important sections of European business - is in a hurry. His initiative should be welcomed. It shows that there is life inside the Museum, after all.

*lionel.barber@ft.com*



Sir Leon: shrewd observer of US politics

## Smoking howitzers

Mark Suzman says the US is turning away from the mega tobacco settlement

It looks innocuous. Just a routine memorandum from a company researcher to a senior executive. But the content could prove explosive. 'It is important to know as much as possible about teenage smoking patterns and attitudes,' runs the letter. 'Today's teenager is tomorrow's potential regular customer.'

That inter-office memo from Philip Morris, the tobacco giant, is just one of hundreds of documents made public over the past weeks. Cumulatively, they show what big tobacco's critics have long suspected: companies deliberately targeted young smokers. Together with other papers also subpoenaed by Congress which suggest the industry suppressed scientific research about the dangers of nicotine, they have helped shift sentiment against the proposed 25-year \$98.5bn tobacco settlement.

The congressional session that began last week was supposed to be the one in which this huge settlement was signed into law. Under the arrangements, the tobacco companies would settle outstanding lawsuits with more than 40 states and accept tough restrictions on advertising in exchange for immunity from various class action claims in future. But the new documents have made lawmakers reluctant to support the settlement.

Some observers think it is even possible that Congress could impose many of the penalties without giving the industry any immunity.

That is a prospect the tobacco companies strongly oppose. 'The civil liability provisions of the agreement are necessary to any resolution of this issue,' says Scott Williams, an industry spokesman. 'The industry continues to support the original agreement.'

The problem is almost nobody else does. When the deal was first announced, the companies hoped the vast sums involved would be enough to persuade Congress to approve it quickly. But anti-tobacco groups

immediately complained that the settlement was too generous to the companies. Then Bill Clinton, the US president, objected to proposed restrictions on the authority of the Food and Drug Administration to regulate nicotine. He also called for tougher targets for reducing youth smoking, effectively delaying any action until this year.

Now the settlement has become caught up in the budget, which could further reduce the chances of Congress passing the deal as originally outlined. The White House's proposed new budget assumes there will be \$65.5bn in revenue from the tobacco settlement over the next five years - more than the deal envisages. This money is earmarked to help pay for popular social programmes from childcare to medical research.

The politics of this are awkward for the Republicans who have tended to support the tobacco settlement: if no deal is reached, they risk being accused of putting tobacco interests above health and education in this November's Congressional elections.

In response to the growing pressure, there are some signs that the tobacco companies are prepared to offer up more concessions in order to keep the immunity provisions. They might, for example, be more flexible on questions such as the value of the settlement and the future role of the FDA. At the same time, the unprecedented apology for past misdeeds made by industry executives in congressional testimony last week has helped improve their public image. 'I believe it is immoral... unethical as well as illegal to market to people underage,' Steven Goldstone, chairman and chief executive at RJR Nabisco, told the House Commerce Committee.

As a result, there is still some chance of a tougher version of the original proposals passing. 'I'd say the prospects are slightly less than even at the moment.'

says one congressional aide. 'There are a lot of unresolved difficulties but I think everyone would still quite like to make a deal if only because it would be a high-profile legislative success in a year not much else is likely to be done.'

With sentiment in Congress finely balanced, though, moving against the settlement, the outcome may depend on what happens in the courts. The tobacco industry has never lost a big lawsuit. So far, three states - Mississippi, Florida and Texas - have settled out of court for sums roughly equivalent to their share of the proposed settlement. Here too, matters could be moving against the deal.

A fourth case, in Minnesota, is under way. Hubert Humphrey, the state's attorney-general and a staunch opponent of the national deal, so far shows little sign of agreeing to settle out of court. Millions more pages of documents have been collected for this trial but remain secret. The industry says these are not damaging, and has agreed in principle to release many of them. Mr Humphrey claims that, compared with the smoking guns so far revealed, several 'smoking howitzers' remain protected by attorney-client privilege. A decision in this case could tilt the balance of opinion in Congress.

As if that were not enough, the Justice Department last month brought criminal charges against a California biotechnology firm for conspiring with Brown & Williamson, one of the tobacco companies backing the deal, to develop and illegally export tobacco with extra nicotine. And last week, anti-trust officials announced they were investigating possible price-fixing by the industry on tobacco leaf shipments.

Although both cases are relatively minor, if formal charges against tobacco companies follow, Congress will be even more reluctant to press ahead. The 'great settlement', it seems, may not be the last word after all.

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171 873 5938 (please set fax to 'line') or e-mailed to [letters@ft.com](mailto:letters@ft.com). Published letters are also available on the FT web site, <http://www.ft.com>. Translation may be available for letters written in the main international languages.

## Labour concerns over Glaxo-SmithKline

From Mr Jeremy Lever QC.  
Sir, The proposed merger between Glaxo Wellcome and SmithKline Beecham would constitute a 'concentration having a Community dimension' subject to approval by the European Commission under the EU's merger control regulation rather than being subject to the relevant UK legislation (the merger control provisions of the Fair Trading Act 1973). Any public interest implications of the merger for employment in the UK might therefore appear to be irrelevant.

But while that is almost certainly true so far as immediate redundancies are concerned, there is another aspect of the position with regard to employment that has not so far attracted public comment. It is that the merged concern might well have a dominant position as an employer in the UK market for pharmaceutical research and production staff, i.e. as a purchaser of specialised labour in a substantial part of the EU.

So far as I am aware, the Commission has not previously had occasion to consider the creation of such a dominant position and its implications under the merger control regulation; and in the past the UK's Monopolies and Mergers Commission has declined, in my view regrettably, to consider the effect of mergers on employment opportunities for specialised workers.

It is to be hoped that on this occasion the Commission will adopt a more enlightened position and will consider this aspect of the proposed concentration.

Jeremy Lever,  
(non-executive director,  
Wellcome 1988-94),  
senior dean,  
All Souls College,  
Oxford OX1 4AL,  
UK

## Asia's systemic problem needs joint solution

From Professor Kenichi Ohno.

Sir, The whole world is abuzz with the Asian crisis, but the most urgent task is to put a stop to the present panic.

I would like to join the debate from that perspective. The Asian currency crisis is a systemic problem with global consequences. The International Monetary Fund's country-by-country approach, dealing out slow and unimpressive tranches of cash in exchange for meeting deeply resented structural conditionalities, is incapable of restoring confidence or preventing a next crisis.

Systemic crises call for systemic cures. Most Asian currencies are now too volatile and grossly undervalued. We need an urgent meeting of the G7, agreement on mutually consistent exchange rate targets, and an announcement that the seven central banks would intervene to

push up the Asian currencies to 'appropriate levels'. This would curb imported inflation and allay the fear of default in the affected countries.

Outsiders would also benefit if contagion is terminated and the loss of competitiveness is reversed.

It should not be a costly operation. These markets are thin: a little would go a long way. The banks would be investing in currencies which are - thanks to investor panic - greatly undervalued.

And the panic-calming announcement effect would mean that markets would do most of the stabilising work for them.

Kenichi Ohno,  
National Graduate Institute for Policy Studies,  
Graduate School of Policy Science,  
Saitama University,  
Urawa, Saitama 338-8570,  
Japan

## Real competition in US phone industry

From Mr Roy Neel.

Sir, Your leader 'US phone mess' (January 15), was deeply lacking in some basic facts. The intent of the 1996 Telecommunications Act was to foster real competition among the local telephone, long distance and cable industries. US local telephone companies strongly supported passage of the act, which promised more consumer choices, lower prices, technological advancement and increased competition in the US. The actions of the Regional Bell Operating Companies demonstrate this industry's unquestionable commitment to fostering real competition and ability to compete under fair terms.

As required by the act, local phone companies have aggressively opened their markets to competitors. The facts are: these companies have lost more than 1.5m telephone lines to new competitors, most of which are business customers. All of this progress has happened despite the fact that the Federal Communications Commission's interconnection rules have been struck down twice by the US Court of Appeals for the Eighth Circuit in St Louis. Clearly, court decisions have not stifled the progress of local competition.

Since the act was passed, the Bell companies and GTE have spent more than \$4bn (£2.3bn) on opening their networks to competitors. Your editorial's projected local market entry loss of MCI and AT&T at 'hundreds of millions of dollars' pales in comparison.

The Bell companies and GTE have dedicated more than 8,000 employees to servicing new competitors, and collectively process more than 8,000 competitive orders daily. These six companies have lost more than 1.5m telephone lines to new competitors, most of which are business customers. All of this progress has happened despite the fact that the Federal Communications Commission's interconnection rules have been struck down twice by the US Court of Appeals for the Eighth Circuit in St Louis. Clearly, court decisions have not stifled the progress of local competition.

Federal Judge Kendall's decision to allow the Bell companies the level playing ground necessary to foster real competition in the long distance industry, as well as local service, is one that upholds the integrity and spirit of the law. Removing the onerous restrictions on the Bell companies promotes competition in all markets.

The Bell companies will continue to open their markets as the law appropriately requires and will now be able to offer the one-stop shopping their customers desire. AT&T and MCI now have greater incentive to offer local service options to residential customers or risk losing that market all together.

Roy Neel,  
president and CEO,  
United States Telephone Association,  
1401 H Street, NW,  
Washington, DC 20005-2164,  
US

## Justifiable investment

From Mr Claude Bouloux.

Sir, You report a 'rescue plan' being concocted for the Channel Tunnel rail link project, presumably based yet again on a privately sourced funding package ('Railtrack considers rescue plan', February 2).

If this highly desirable and justified high speed link is not to be delayed further, has not the time come for the UK government to do the sensible thing and finance the investment itself? This is how the French and Belgian governments have proceeded (for the Paris-Tunnel and French Frontier-Brussels corridors respectively) with full blessing from the tax-paying community. I have no reason to believe the British public would oppose such a solution.

Claude Bouloux,  
8 Rue de Chevreuse,  
78120 Rambouillet, France



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مركز الامم



## COMMENT &amp; ANALYSIS

## FINANCIAL TIMES

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## Internet rules

A dispute is brewing over the governance of the internet.

The internet only works because computer databases know the electronic whereabouts of, say, "www.ft.com", allowing messages to flow to and from that address. Maintaining the registry of all the addresses in the ".com" domain (or the ".net" or ".org" domains) is a crucial task.

There is wide agreement that there needs to be more such "top-level" domains: ".shop", for example, or ".firm". It is also agreed that there is scope for competitive, profit-making businesses to handle the process of allocating names.

The disagreement is over how to organise the very top level of this system. An international grouping of internet bodies, meeting in Geneva last year, proposed to entrust the ultimate registries of all the top-level domains to non-profit organisations. Private sector registries would be intermediaries between these registries and people wanting internet addresses. Ultimate management of the system would reside in an international body based in Switzerland. Disputes about names would be handled by a new system of panels.

This proposal did not find favour in Washington. "American taxpayers, companies and government built the internet," said one influential congress-

man. "It was wrong to cede governance to a global body."

Last week, the US administration proposed instead to allow profit-making bodies to own the domains. Thus the owner of ".shop" would compete with the owner of ".com". Ultimate management of the system would reside in a US non-profit corporation, run by someone with a business background, with directors from around the world. US trademark law would influence how disputes about names were resolved.

Internet veterans, mostly from the US, see the administration plan as threatening their influence. One of them last week temporarily diverted control of the internet address system from its usual computer - either a helpful test or an ominous demonstration of power.

At one level, the dispute is between old-timers and business people about the commercialisation of the net. But it is also about whether the internet is essentially American or essentially global. There is scope for debate about how best to govern the internet, and the role of profit-making businesses. But the discussions must take place in an international framework. The US document is described as "a proposed rule of the Department of Commerce", apparently treating the internet as an offshoot of US administrative law. That cannot be right.

## Japan-US

The new aviation agreement between Washington and Tokyo will be more effective in opening the Japanese market than the accord the US appeared ready to accept a few months ago. The US negotiators who had been accused of preparing to cave in to Tokyo's protectionism will be delighted at the complaints from Japanese airline executives this week that their government has now conceded too much.

The agreement removes all restrictions on three US airlines - United, Northwest and Federal Express - which will be able to fly to any airport in Japan and to third countries. Other US airlines will be able to increase their flights to Japan. US airlines will also be able to form close partnerships with Japanese airlines. On the Japanese side, All Nippon Airways gains unrestricted access to the US - a right previously reserved only to Japan Airlines.

The two sides have also agreed to try to reach a new, fully liberalised, agreement within four years. If the new agreement is not reached, US carriers will receive additional rights to fly to Japan. But despite this success, the agreement falls short of the US "open skies" accords with European and Latin American countries and those in Asia.

Under the US-Japan accord, the setting of fares is not fully

liberalised. The difficulty in obtaining slots at Tokyo's Narita airport will also remain a problem. US airlines which need slots will have to lease them from Federal Express. European airlines will not be able to get the slots they need.

What the US may come to regret most is that the agreement with Japan marks the end of a loudly proclaimed policy: that Washington would only sign "open skies" agreements with other countries and would not settle for anything less. This position was always less principled than it appeared; it did not extend to opening the US domestic market to foreign competition. But it was consistent.

The US will now move on to another long-held objective: a new aviation agreement with the UK. The UK has said in the past that it wanted a different agreement from those the US has concluded with other countries. It might be even keener on a different agreement now that British Airways is suggesting that Heathrow airport be opened to competition gradually, rather than all at once, when its proposed alliance with American Airlines commences.

The US has always rejected suggestions from the UK that it be treated differently, saying that it only concludes full open skies agreements. After the accord with Japan, these arguments will sound hollow.

## Tough choice

Mervyn King, the Bank of England's chief economist, once said that monetary policy should be "boring". By this he meant that the transparency of policy-making should make interest rate changes predictable. The meeting of the Bank's Monetary Policy Committee, which starts today, however, could be a bit too interesting. There is more doubt now than there has been for some time about when - and even in which direction - interest rates should change. This meeting could be the most difficult one the committee has faced since its formation in May last year.

Most economists now agree that growth in the UK economy will slow in 1998. But there is fierce debate over how far the slowdown will go, how sharp it will be - and whether it will be enough to keep inflation under control.

Trade is still the main drag on the economy. After a long period in which the manufacturing sector seemed to withstand the strength of sterling, it is now suffering badly. Industrial production grew at an annual rate of only 0.5 per cent in November. The trade balance is worsening rapidly, and the Asian crisis is only just beginning to take effect.

The government's tight fiscal policy this year will be another contractionary influence. And the economy is still adjusting to last year's interest rate rises. All this has led some to call for

an end to interest rate rises, or even a monetary easing.

But this optimism could be premature. Inflation in the UK is still above target, and is higher than in any other EU country. And there is evidence to suggest that despite some areas of weakness, the economy may still be on course to grow too quickly for comfort.

The buoyancy of the labour market remains a real risk to inflation. With just 5 per cent of the labour force now unemployed, wage settlements are accelerating.

Other signs of strength can be found in the service sector, which grew by 1 per cent in the fourth quarter of 1997 alone. And domestic demand shows little sign of abating. It is true that the deceleration in windfall gains has dampened retail sales slightly. But consumer credit is growing at an annual rate of nearly 16 per cent, monetary growth has not slowed, and consumer confidence is still high.

The strength of domestic demand suggests that one last interest rate rise could be necessary. But the Monetary Policy Committee might justifiably wait until it has more information about just how badly the external sector is doing, and about how this is affecting the rest of the economy, before acting. Either way, it is likely to have to keep rates high for some time before it can be sure that inflation really is under firm control.

James Carville, Bill Clinton's presidential campaign manager, once said that, if he were to be reincarnated, he wanted to come back as the US bond market. "That way you can terrify everybody."

Now European bond markets seem to have the same idea: from the mass of separate domestic markets is emerging something that could come to rival the massive US one. Europe's bond markets have grown at an unprecedented rate for nearly a decade. They are being used more by companies, so the balance between corporate and government bonds is shifting towards the former, as in the US. And they are offering sophisticated instruments pioneered in America: transactions such as junk bonds and asset securitisation - until recently the preserve of Wall Street hotshots - are becoming common.

If you combine the two largest European bond markets - in Germany and Italy - the total is somewhat larger than the US one (\$4,000bn (£2,395bn) against \$3,100bn). Admittedly, these totals are misleading: the European numbers include a large amount of government, regional or bank debt that is barely traded or dwindling in importance. It is also misleading to include the \$3,000bn eurobond market: that term covers all bonds issued internationally, at least half of which are issued by non-European borrowers, including US companies. So in terms of ordinary traded corporate bonds, Europe remains behind and is even further behind in terms of sophisticated instruments. Its markets have just \$2bn in outstanding junk bond issues, against more than \$250bn in the US.

All the same, few dispute that Europe's bond markets will sooner or later come to rival that of the US. "We expect the [euro-denominated] debt market to achieve approximate parity with the US within seven to 10 years in terms of size, trading volume and liquidity," says Moody's Investors Service, the credit rating agency. Why is this happening? And what are the implications? There are three main explanations:

● The most important is economic and monetary union. "Perhaps not since the adoption of the Gregorian calendar in 1752 has there been a more significant alignment to facilitate trade among European nations," says a New York-based analyst at Salomon Smith Barney, the US investment bank. "Emu will create a more transparent European capital market, easier for investors to analyse and more attractive to invest in."

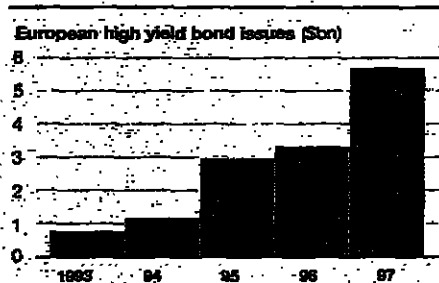
The squeeze on public finances required by the Maastricht criteria has already reduced the number of European government bond issues. Now the abolition of up to 11 continental currencies next January is concentrating investors' minds further.

European bond investors have traditionally tried to bet on the direction of interest rates and currencies, pouring much of their investments into European government bonds. They have recently made money by anticipating the convergence of government bond yields towards the German benchmark yield in

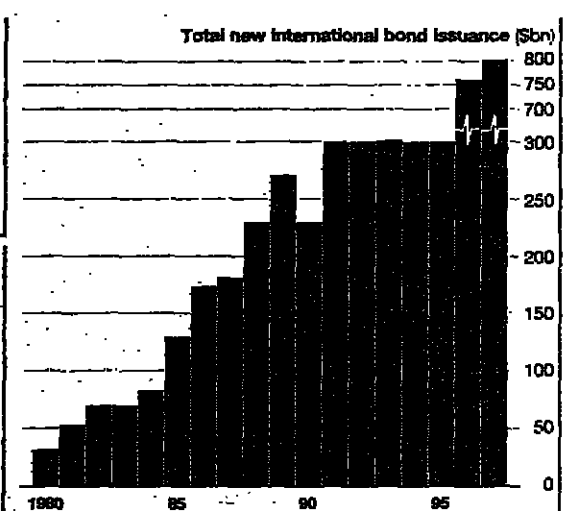


Europe's markets take off

Year	Value (\$bn)	Number of transactions
1993	61	1,516
1994	68	1,782
1995	107	2,383
1996	114	1,836



Sources: SDC Merger & Corporate Transactions Database, Investment Dealer's Digest, DWS Credit Research



advance of Emu. Such opportunities are about to disappear.

As one door closes, however, another opens. At the moment, most European fund managers are constrained by law (or prudence) from investing in a foreign currency. From January 1999, they will have unrestricted access to up to 10 new stock and bond markets (depending on how many countries get into Emu). Since more than two-thirds of corporate bonds in Europe are issued by triple-A or double-A rated companies, with yields only fractionally higher than government bonds - investors will be forced to switch to lower-grade, or even sub-investment grade, securities to make a healthy return.

"Government bonds and other AAA-rated bonds will be much less attractive to investors after 1999," says Alex Braun, director of funding at Abbey National, the UK bank. "Investors will increasingly be looking to buy single-A and BBB-rated paper issued by companies." These are the ratings just above junk bond status.

In mirror image, single-A and triple-B rated companies will start to switch to bond markets

as their main source of capital rather than relying on loans from banks. This in turn means a likely victim of the change will be lending banks, with their traditionally close ties with companies. In continental Europe, commercial banks remain more important as a source of corporate borrowing than in the US or UK. In Germany, for example, outstanding loans to companies equal the country's annual gross domestic product. In the US, the equivalent ratio is just 40 per cent.

"Disintermediation [cutting out banks] is clearly the trend," says Andrew Tinney, a partner specialising in investment banking at Arthur Andersen, the consultancy arm of the accountancy firm. "The reliance on bank lending is falling as the capital markets are developing. Traditional relationship banking is on its way out."

● The second catalyst for change is the expected growth of private pension funds. Govern-

ments confront vast and growing unfunded pension liabilities: these amount to 68 per cent of GDP in France, 107 per cent in Italy and 122 per cent in Ger-

many. If, as expected, European governments privatise their pension liabilities as the UK or the Netherlands have done, this will add enormously to liquidity in the bond market.

"Pension and insurance funds need long-term assets to match their liabilities, so they are natural investors in fixed income bonds and other securities," says Aiden O'Mahony, a director at Standard & Poor's, the credit rating agency. "This will open the door to much more long-term bond issuance."

● The growth of cross-border mergers and acquisitions in Europe, which last year topped \$100bn again, is the third factor fuelling companies' demand for direct access to capital markets.

"Corporate bond issuance in Europe will take on the importance it has in the US at all levels of the credit curve," says Karsten Moller, director of capital markets at Goldman Sachs in London. "Banks will want to increase their return on capital by securitising their loan portfolios through bond issues."

Corporate restructurings have reached unprecedented levels. Between 1983 and 1996 the value

of European cross-border mergers and acquisitions more than doubled, from \$51bn to \$114bn, according to the SDC Merger and Corporate Transactions Database. On top of this, the volume of M&A deals involving at least one European company - target or acquirer - trebled in three years, from just over \$100bn in 1984 to more than \$300bn in 1996. A new record is likely to be set in 1997, with preliminary figures from information providers IFR Securities Data showing almost \$200bn of transactions in the first half alone.

Alongside the growth in the number and size of M&A deals, market practices have converged towards US standards. "Hostile takeovers and defensive measures such as the 'poison pill' and 'white knight' are on the rise," says Moody's.

Securitisation, or the packaging of assets into securities then sold on to investors, is a strong indicator of growing sophistication in Europe's capital markets. In the early 1990s, securitisation was practically unheard of in Europe, but has become one of the continent's fastest-growing markets. The total outstanding amount of European asset-backed securities is estimated at \$150bn against only \$30bn in 1993. In 1996 and 1997, several records were set, including the world's largest bond by a non-governmental body - an \$8bn securitisation from EPFR, the entity set up to help rescue troubled French bank Crédit Lyonnais.

The first public issues of asset-backed securities in Spain and Germany took place only in the past few months. National Westminster, the UK bank, also launched the first European securitisation of corporate loans in the last quarter of 1996.

"European securitisation is maturing," says one banker in London. "Only two years ago, the technique was associated with large-scale restructurings or bail-outs, such as the Crédit Lyonnais and CPA deals. Now it is possible to securitise any pool of assets large enough to make a liquid bond."

New asset classes being repackaged into bonds include car loans, credit-card receivables and home mortgages.

The fledgling European junk bond market is yet another transatlantic import. "The European corporate debt market looks a lot like the US seven or eight years ago," says the head of European corporate bonds at a large US bank in London. "The European bond market will take on the profile of the US very rapidly. Corporate restructurings have created a huge appetite for capital. The rate of bond issuance is going to accelerate very fast."

The dominant presence of US investment banks in Europe is the final factor spurring the Americanisation of the continent's capital markets. Two landmark deals - the mergers of French insurers Axa and UAP, and of pharmaceutical companies Sandoz and Ciba-Geigy - were entrusted to US investment banks. Big US investment banks have also underwritten all of Europe's junk bond issues.

"The US has set the standard for all other markets," says a managing director of a large US bank in London. In Europe, "nobody is questioning this trend. And there is no way back".

## OBSERVER

## Out of their tidy minds

Japanese officials must be beginning to rue the national tradition of meticulous record-keeping. As corruption scandals spiral, the skeletons aren't so much in the cupboard as in the huge piles of paper sitting in banks and brokerages.

For decades, junior employees diligently did what their bosses told them: they took a careful note of everything they did. So they recorded every paper clip and every postage stamp - as well as every fiddled stock market ticket and every minute, sordid detail of the expensive winning, dining and other entertainment of Ministry of Finance officials.

So every time prosecutors seize files from a bank or broker, there's a paper chain of neatly classified crime. And they won't go short of reading material. The Ministry of Finance has told more than 500 staff to provide details of all informal contacts with banks and brokers in the last five years - and, of course, many of those officials will have extensive notes to hand.

This has aroused consternation in the ministry, and there's more trouble on the way. Last week, prosecutors removed a huge number of files in a raid on the MoF's banking

and securities offices. "Nobody knows what they will find there, but it could start a whole host of new scandals," says one official close to the investigation.

That is, as long as the crimebusters don't suffocate under a mountain of paper.

## Penalty Klaus

Nothing is going right for Václav Klaus. The prickly economist lost his golden touch when the Czech economic miracle was shown to be a mirage last spring, then lost his premiership in a political funding scandal in November. Half his deputies have defected and his party's poll ratings have halved to around 14 per cent.

Now his attempts to prove that his Civic Democratic party has nothing to hide are blowing up in his face. First, the choice of Deloitte & Touche to examine the books was criticised because the chairman of its Czech outfit Otto Jelínek is an old friend of Klaus. Then Bohdan Dvořák, the party vice-chairman who was leading the internal investigation, resigned in despair.

Now Laděk Nezmar, the party's youthful new business manager, has quit after less than a week after it was revealed that he was being chased by creditors from a failed business venture. Klaus's only consolation is that the funding of the coalition

partners which brought him down - the Civic Democratic Alliance and the Christian Democrats, which are in the new government of prime minister Josef Tošovský - is now attracting scrutiny.

The Social Democrats, riding at around 30 per cent in the polls, must be glad they are almost penniless.

## Turned off

Accident-prone UBS chairman Robert Studer has never liked criticism. His refusal to listen to Martin Ebner, the bank's biggest shareholder, is one of the main reasons why Switzerland's most powerful bank has been forced into the arms of the smaller Swiss Bank Corporation.

At yesterday's UBS meeting, small shareholders let Studer know what they thought of his stewardship. But Studer was in control of the microphone - and told critics they'd be cut off after five minutes.

## Screen test

Films are proving something of a political minefield for post-colonial Hong Kong. First there was reluctance by the territory's distributors to screen Hollywood films about Tibet. Then a local council barred a series of short documentaries

from an international film festival.

The council said it was motivated by concern that the screenings would give unfair publicity to Christine Loh, a prominent green lobbyist and pro-democracy politician, ahead of elections due in May and who directed *Hello and Goodbye* - one of the short documentaries due to be shown at the April festival.

A barrage of criticism from the film industry yesterday appeared to prompt a retreat by the council. It could now be a case of *Hello, not Goodbye*, and a happy ending for Loh.

## On the scent

Whatever befalls Miguel Angel Rodriguez, the new Costa Rican president, as he struts the world stage, he can at least be sure that he's got friends in Paris. After his victory in Sunday's election, Chanel - the perfume purveyor - took out a full-page advertisement in the newspaper *La Nación* to remind Costa Ricans of their new leader's taste in fragrances.

His wife Lorena says Rodriguez will splash on nothing but Chanel's *Egoïste*, which might seem an odd choice of aroma - after all, he has just promised everyone that he'll be working selflessly for the nation for the next four years.

## 100 years ago

Germany And America In Dispute

Washington, 3rd Feb. Referring to the Prussian prohibition against the importation of fresh fruit from the United States, Mr. Dingley yesterday said: "It seems the Prussian Government prohibited the importation on sanitary grounds merely to avoid the provisions of the commercial treaties. There is not the slightest ground for the allegation that Californian fruits are affected as they are represented to be. When Germany undertakes to prohibit the importation of American products on sanitary grounds which do not exist, she violates the spirit of the commercial treaties."

## 50 years ago

Ceylon Becomes A Dominion

To-day Ceylon, which for the past 150 years has been under British rule, becomes a Dominion of the British Commonwealth. The Government is asking a financial expert to come out from England to advise on policy. The present Cabinet consists of fourteen members with Mr. D.S. Senanayake, a moderate politician of great sagacity and experience, as Prime Minister.



## Cheap phone calls hit carriers

By Alan Gane in London

Budget targets missed as global prices fall by 25%

The price of international telephone calls is being pushed down faster than some large operators expected, undermining budget targets and forcing emergency restructuring.

The average price per minute of delivering an international call within western Europe or the US fell by 25 per cent last year. A similar reduction this year and further falls of 20 per cent or more annually until 2000 are expected.

This reflects intensifying competition and technical developments. The trend is having a significant effect on some "global supercarriers" - alliances of telecom operators with substantial wholesale businesses that carry the traffic of other operators.

One such alliance, Global One, owned by Deutsche Telekom, France Telecom and US Sprint, said yesterday it had made "bigger-than-forecast" losses last year because of the price decline and because costs had come down more slowly than expected. Viesturs Vucins, chief executive,

said the company was in discussions with shareholders over the balance between investment and expected return. Global One's shareholders invested \$300m in the business in 1997 and are expected to invest \$400m this year. Global One had revenues of

\$1.1bn last year and expects 35 per cent growth in 1998. It is, however, no longer predicting when it will become profitable.

AT&T-Unisource, the European alliance owned by KPN of the Netherlands, Swisscom, Telia of Sweden, Telecom Italia and AT&T of the US, is streamlining its carrier services division in response to the price fall. About 100 of the division's 150 staff are being sent back to the shareholder companies to prevent duplication of effort.

Unisource said yesterday it thought there would be turbulence in the market "for two to

three years". The alliance said it had provisional revenues of about £13bn (\$1.4bn) last year and had cut its losses to half the 1996 figure. It expects to break even by 2000.

The decline in prices has been accentuated by full liberalisation of the European Union market since January 1. This has allowed new companies to compete for international business. Liberalisation has essentially split the end of the "bilateral system" where big carriers settled the cost of delivering each other's calls between themselves.

Mr Vucins said one consequence of the price fall would be consolidation in European telecoms over the next few years.

Sprint slides 20%, Page 18

## Japan to quiz 500 at finance ministry

By Gillian Tett in Tokyo

More than 500 current and former officials at Japan's Ministry of Finance are to be vetted as part of a widening investigation into corruption.

They will be required to submit details of all informal contacts with banks and brokers over the last five years for screening by officials and prosecutors.

The move follows the arrests last week of two ministry officials who allegedly received bribes in the form of lavish entertainment from banks they were inspecting.

The vetting, to be carried out over the next few weeks,

will cover all staff who have worked in the banking, securities, inspection and international finance departments.

The ministry, which was raided last week, faces mounting calls for the transfer of some of its powers to a new agency. Hakuu Matsunaga, the newly appointed finance minister, indicated earlier this week that the government hoped to remove inspection responsibilities from the MoF and give them to a new agency within the next three months.

Until now, the government had not been expected to set up the new supervision agency before mid-summer. Mr Matsunaga also called for outside

lawyers and accountants to monitor inspections.

The ministry yesterday said it was still unclear how the new agency would be run, who would be in charge, or how many staff it might have.

The original expectation was that some 300 of the 2,000 MoF officials would staff the agency, but in light of the recent scandal, politicians have called for a mass investigation of MoF officials to assess their suitability.

As part of the inquiry, prosecutors and officials will ask staff to submit detailed records of all entertainment received from banks and brokers in recent years. The prosecutors

and a committee of government officials will then view the records.

The move has provoked deep concern in the ministry. Fears are rising that the prosecutors are planning more arrests.

One finance ministry official and two employees in other public corporations have committed suicide in the last week, apparently in relation to the scandal.

Prosecutors are also stepping up an investigation of Shoket Arai, a politician of the ruling Liberal Democratic Party, in connection with his links to Nikko Securities.

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## Lukoil faces licences risk

Continued from Page 1

deprived of the area's reserves. "This [decision] was on the basis of the public request for an investigation, which we submitted on the day after the tender," said Natalya Mandrova, of Yukos. "Of course, the prosecutor's conclusion has created a dead end for both companies."

Dmitry Dolgov, of Lukoil, conceded that the 1975 law was still in force but argued that the government should have taken it into account before the state commission awarded the tender in December.

"I do not know what the government will do. Maybe they will revoke the tender," Mr Dolgov said. "But I hope that common sense will prevail."

He argued that, because of the extensive oil projects in other parts of the Caspian, protecting just the Russian section made little sense.

"If they ban oil extraction, Russia will neither save the sturgeon nor get oil," Mr Dolgov said. "It does little to advance Russia's interests."

Lukoil officials say the area could contain as much as 4.3bn barrels of oil.

## Britain poised to crack down over threat to king of beetles

By George Parker in London

The British stag beetle is set to join the elephant and rhinoceros in the pantheon of protected species, as ministers seek to thwart a lucrative international trade in the endangered insect.

European insect dealers are thought to be exporting the fearsome-looking creatures in southern England and selling them to collectors or scientists around the world at up to \$3,000 a time.

The fur trade is placing the stag beetle's future in Britain at risk, and ministers are expected to announce shortly that they intend to give it special protection.

Angela Eagle, environment minister, is studying scientific advice that trade in the species should be regulated under the Wildlife and Countryside Act.

The government's scientific advisers say there is "a substantial trade" in stag beetles in continental Europe.

There is also keen interest in the Far East. Upmarket Japanese department stores sell the beetle, whose antler-like



Stag beetle: protection from European insect dealers

jaws are said to resemble an ancient samurai's helmet.

The king of the beetle world often ends life being dissected by scientists or as a curio on a mantelpiece. Growing up to 7cm long, it may look ferocious but offers pathetic resistance to poachers.

The antlered creature is attracted by light, so hunters need only find a colony, wait until dark, and switch on a torch.

The stag beetle, regarded as

rare or in decline across most of Europe, is protected in several countries, including Germany and Switzerland.

Valerie Keeble, general manager of the People's Trust for Endangered Species, yesterday welcomed any moves to protect the beetle, which is almost entirely confined to the south of England.

"We often see stag beetles advertised on the internet and we are keeping a close eye on the situation," she said.

## THE LEX COLUMN

### Dow and out

Is the US stock market in record territory or not? The broadest market indicator, the S&P Composite, has followed Europe to new heights this week, passing the 1000 mark for the first time. But the Dow Jones Industrial Average, still the most widely followed benchmark, remains nearly 200 points or 2 per cent below last August's peak.

The gap reflects the slowing growth of erstwhile investor favourites like Coca-Cola and McDonald's, as well as the lacklustre performance of energy stocks such as Exxon and Chevron, all of which are in the Dow. This points to the index's more serious shortcomings. The Dow is narrow. With just 30 constituents, it covers a mere fifth of the US market by capitalisation.

Its British equivalent, the FTSE 100, accounts for three-quarters of the UK market. The Dow is also increasingly unrepresentative of the US economy. It is underweight in both technology stocks and financials, which make up 30 per cent of the market. It contains neither Intel nor Microsoft. And, most bizarrely, it is weighted by share price rather than market value. So price changes in a \$100-stock like JP Morgan have a greater impact than ones in General Electric, which is more than 10 times as big.

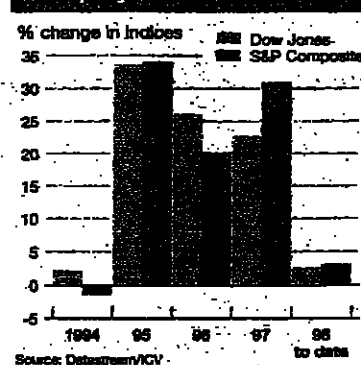
Publisher Dow Jones, which owns the brand, has recently tried to freshen it up with the launch of index-based options trading and a Dow-based investment trust. But unless it modernises the way the index is composed and calculated, the Dow risks becoming irrelevant.

### Argos/GUS

After three profits warnings in a year and a near halving of its share price, Argos was a sitting duck. And the degree of opportunism in GUS's £1.6bn (\$2.7bn) bid is highlighted by the target's lack of a chief executive - through illness - to lead its defence. It might have staved off the attack by using its flush balance sheet to buy back shares. But, as with its late embrace of home shopping, Argos has been caught napping. The business is far from moribund, however. Its value-for-money offer is appealing to shoppers, its stores are being modernised and there is potential to unlock from its catalogues. Hence speculation about a white knight from either mail order players or retailers.

But pockets will have to be deep. GUS has opened the bidding at

FTSE Eurotop 300 index  
1076.5 (+0.8)  
US equity markets



Source: Datastream/ICI

about 16 times Argos's forecast 1998 earnings. The target will not fall at this sub-market rating. But it is unclear whether GUS will be prepared to pay very much more. Certainly, its mail order skills could significantly extend Argos's appeal. The Argos format could also bear a wider product range - gadgets from Innovations, which GUS has just bought, are an example.

But Argos also needs tighter management, and here it is not so clear what GUS would bring. Lord Wolfson, the chairman, has convincingly reset priorities at the shopping conglomerate. But his influence has yet demonstrably to filter through all divisions of what used to be a fairly sleepy group.

### Energy Group

Now PacificCorp has raised its offer by 75p to 765p, Energy Group's shares have jumped to factor in counter-bids worth just under 800p. This may be overdoing things. After stripping out the Peabody coal business, the implied exit multiple for Eastern - over seven times earnings before depreciation, interest and tax - is higher than recent regional electricity company deals. The sector has risen and Eastern's higher growth warrants a premium. But, of the mooted bidders, only PacificCorp has enough synergies to pay this price without destroying value for its own shareholders.

Given Energy's enterprise value of around £5.5bn, forecast 1998 taxed profits, before interest, of about \$400m imply a return to PacificCorp of 7.2 per cent. Using a cost of capital of between 7.5 and 8.0 per cent, PacificCorp hardly needs exorbitant synergies to make the deal

value-enhancing for shareholders. The fact it sees synergies worth £140m a year should give it a vital edge over Texas Utilities and Nomura.

PacificCorp's other advantage is that it has already jumped through nearly all the regulatory hoops in the US and the UK. A highly-gearred bid from Nomura or a bid from Texas that did not involve pre-selling the Peabody business would expose Energy's shareholders to the risk that the regulatory clock would be set back again. Compensating them for that delay would surely raise the cost of the acquisition beyond what their shareholders should be willing to pay.

### UK lottery

Richard Branson has scored a great publicity coup in his latest victory - and the subsequent resignations of both Guy Snowden, a director of Camelot, and Peter Davis, the lottery regulator. But it would be wrong to jump to the conclusion that the Virgin chairman has proved his case that the lottery should be run on a charitable basis as he originally proposed.

For a start, Mr Branson himself no longer wants the challenge. Now that he is out of the picture, what chance is there of finding another dynamic entrepreneur willing to give his time for free? More important, the profit motive is not dirty but an important incentive for management to perform, as Mr Branson knows from his other business ventures. Charities can be amateurish. And, even with a charitable lottery, profit could pop up under different guises - for example, through fast supply contracts. Despite the embarrassing verdict concerning Mr Snowden, Camelot seems to know how to run a lottery that churns out buckets of money for good causes.

Now it is conceivable that Mr Branson's charitable lottery would have churned out even more. But he was not prepared to commit to that. In the original competitive bidding for the lottery licence, Camelot promised to hand 27 per cent of what punters paid to the government's good causes. The other six bidders promised between 21 and 27 per cent. Unfortunately, it is not known whether Mr Branson's bid was near the top or the bottom of that range.

Additional Lex note on Tate & Lyle, Page 20

**FT WEATHER GUIDE**

**Europe today**

Northern and eastern Scandinavia will be very cold with sunshine and scattered show showers. Southern Scandinavia will see more persistent snow and rain. Eastern Europe will see snow flurries in the north but the south will remain mostly dry. Much of central and western Europe including Germany, France and the Alpine states will stay mostly dry and cold with plenty of good sunshine. The Mediterranean will be very unsettled with rain or showers across most parts. Only the extreme east will stay dry. The rain will tend to be heavy with downpours across Italy and Greece and will extend into the Balkan States.

**Five-day forecast**

Eastern Europe will have further snow. Scandinavia will also have more snow before the end of the week. Central Europe will be dry and cold with frost and fog until rain and snow moves in from the west over the weekend. The Mediterranean will be unsettled and showery.

**TODAY'S TEMPERATURES**

Location	Max	Min	Location	Max	Min	Location	Max	Min
Abu Dhabi	28	24	Cardiff	10	8	Frankfurt	12	10
Accra	28	24	Casablanca	18	16	Geneva	10	8
Algiers	22	18	Chicago	10	8	Gibraltar	18	16
Amsterdam	10	8	Cologne	10	8	Glasgow	10	8
Athens	18	16	Dakar	28	26	Hamburg	10	8
Atlanta	18	16	Bogota	18	16	Heilbronn	10	8
Bahia	28	26	Bombay	28	26	Hong Kong	18	16
Bangkok	28	26	Buenos Aires	18	16	Honolulu	28	26
Barcelona	18	16	Budapest	18	16	Isanbul	18	16
			Dublin	10	8	Jakarta	28	26
			Dubrovnik	18	16	Jersey	18	16
			Edinburgh	10	8	Johannesburg	18	16
			Faro	18	16	Karachi	28	26
						Kuwait	28	26
						L. Angeles	18	16
						Las Palmas	18	16
						Lima	18	16
						Lisbon	18	16
						London	10	8
						Luxembourg	10	8
						Madrid	18	16
						Manchester	10	8
						Maracaibo	28	26
						Medan	28	26
						Mexico City	18	16
						Miami	28	26
						Milan	18	16
						Montreal	18	16
						Moscow	18	16
						Munich	18	16
						Nairobi	28	26
						Naples	18	16
						Nassau	28	26
						New York	18	16
						Nice	18	16
						Nicosia	18	16
						Oslo	18	16
						Paris	18	16
						Perth	18	16
						Prague	18	16

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## COMPANIES AND FINANCE: EUROPE

## Norwegian equity portfolio bids invited

By Tim Burt in Stockholm and Jane Martinson in London

The Norwegian central bank yesterday launched an international bid contest in the fund management industry by seeking tenders for equity portfolios on behalf of the NKR14bn (\$15.1bn) Government Petroleum Fund.

Up to 100 fund managers are expected to submit bids for the active equity management and enhanced index management business, due to be awarded later this year.

The advertisement of the tenders

through the internet, and the size of the funds, is expected to attract a wide range of managers.

The announcement follows last year's decision by the Norwegian government to shift up to 50 per cent of the petroleum fund from foreign government securities to international equities.

Last month, the Financial Times revealed that Chase Manhattan of the US had been appointed global custodian of the fund, which is expected to be worth NKR570bn by the end of 2001.

State Street Bank & Trust, of the US, and the UK's Barclays Global

Investors have emerged as the fund's two senior global index managers, although the central bank has so far declined to confirm their appointments.

Yesterday, the bank said that up to 25 per cent of its equity investments would be handled by enhanced index managers or active equity investors. The remainder would be restricted to index management.

The minimum size of the portfolio offered under the enhanced index mandate has been set at \$100m, and \$50m for active mandates.

The former is likely to benefit managers which specialise in quantitative management techniques using computerised models to beat the index. This type of fund management is considered to be a more cautious method than the traditional active style.

US groups such as J.P. Morgan, State Street, Capital International and Putnam, and Europeans such as BGL, could benefit from the government's relative aversion to risk, although each manager is expected to be carefully considered.

One industry analyst said the first round of tenders was likely to

go to those managers considered to be more cautious. However, once the new system was accepted in Norway, the mandates could become more "adventurous".

Of the total portfolio to be bid for, the central bank has allocated half the assets to investments in Europe, 30 per cent to North America and 20 per cent to Asia.

Knut Kjaer, director of investment management at the central bank, yesterday reminded would-be managers that government regulations stipulated that the petroleum fund should not own more than 1 per cent of any one company.

## EUROPEAN NEWS DIGEST

## Bull reveals strong advance

Groupe Bull, the French computer company, yesterday announced a strong improvement in net profits but acknowledged that its operating performance was similar to 1996. According to preliminary figures released last night, net profits in 1997 climbed 60 per cent from FF378m a year earlier to FF590m (\$88.75m). The 1996 figures took into account a one-off loss linked to the restructuring of personal computer businesses. Operating profit was FF743m, down from FF780m. The figures were achieved on turnover marginally ahead at FF24.6bn, against FF23.4bn. Full results will be published later this month.

David Owen, Paris

## ELECTRICAL ENGINEERING

## Schneider sees 60% rise

Schneider, the French electrical engineering group, expects to report a 60 per cent improvement in annual profits from FF1.32bn in 1996 to more than FF2.1bn (\$344m). Didier Pineau-Valencienne, who is soon to stand down as chairman, made the disclosure as 1997 sales of FF47.4bn were announced. He said operating income was expected to climb 25 per cent to about FF5bn.

David Owen

## CARS

## Ferrari reports record sales

Ferrari, Italy's motoring icon mounting a vigorous challenge to win the 1998 Formula One motor racing world championship, yesterday reported record sales for 1997 and revenues topping L1,000bn (\$566m) for the first time in its 50-year history. The company, owned by the Fiat automotive group, also said profits had shown strong growth last year, although it did not give figures.

Sales of its Grandissimo commercial sports cars rose 8.1 per cent last year, with new registrations totalling 3,581 cars, compared with 3,313 in 1996. The US remained the company's biggest single market, absorbing 805 cars, or 22.5 per cent of the total. The next largest markets for new Ferrari sports cars were Germany (605 cars), the UK (421 cars), Italy (381 cars) and Japan (287 cars). The company said it sold a record number of cars last year in Germany, the UK, Japan, Spain and Australia.

Ferrari said last year's record commercial performance reflected the sweeping changes carried out in the production processes as well as in its international sales and service network over the past five years. The return of Ferrari to the top level of Formula One racing also helped commercial sales last year.

The company yesterday appointed Paolo Marinsek to its board. The 47-year-old former Fiat group senior manager is to take over at Ferrari as chief executive in charge of the company's Grandissimo commercial sports car activities. The company's Formula One racing activities run by Jean Todt will continue to report directly to Luca di Montezemolo, Ferrari chairman.

Paul Berts, Milan

## SPAIN

## Bank sells supermarket stake

Banco Bilbao Vizcaya, the Spanish bank, said yesterday it had sold its 5.04 per cent stake in supermarket group Continente for Pta14.99bn (\$97m) to a group of institutional investors, of which 30 were domestic. BBV said the sale of 4.89m shares, at Pta3,100 each, was carried out through a block trade after the market's close on Tuesday.

BBV said it would remain an important shareholder in Continente parent Promodés, in which it is the second largest single shareholder, with a 6.8 per cent holding.

AFX News, Madrid

## DISPOSALS

## P&amp;G explores opportunities

Procter & Gamble is considering the sale of its NapiSan and Milton brands, which were obtained through the acquisition of Richardson-Vicks in 1985 and which are sold in parts of Asia and Europe.

The group said yesterday that it was exploring selling the brands as part of its strategy to focus on products that offered the best long-term strategic opportunities. NapiSan is a laundry additive, originally positioned as a product for the disinfection of cloth nappies. Milton is an additive used for sterilising baby feeding equipment.

Any sale would include trademarks, formula specifications, advertising and, in some markets, manufacturing equipment.

AFX News, New York

## FINLAND

## Amer refutes Atomic sale reports

Amer, the Finland-based sports equipment company, said yesterday it had "no intention" of selling its Atomic companies after reports appeared that it was seeking a buyer for the loss-making operations. The company said in October that Atomic's operations "had been clearly in the red", and that losses for 1997 would be much heavier than in 1996.

The company said yesterday: "Atomic's poor performance has clearly been disappointing. However, Wilson has been performing better than expected as has Amer Tobacco. The group's results will clearly improve compared with 1996, and the results will not materially differ from information provided by the group in October."

AFX News, London

## SWISSCOM SELL-OFF

## Cantonal banks win lead role

Switzerland's 24 cantonal banks have been chosen over Geneva's private bankers to play a leading role in the forthcoming partial privatisation of Swisscom, the state-owned telecommunications company. The cantonal banks, which control 18 per cent of Swiss bank assets, have been picked as joint lead managers of the Swiss tranche of what will be the biggest flotation in Swiss stock market history.

The decision to upgrade their role follows the planned merger of UBS, Switzerland's biggest bank, and Swiss Bank Corporation, the third biggest. This reduces the number of big banks in Switzerland from two to three. The cantonal banks will work alongside the other two lead managers, SBC Warburg Dillon Read and Credit Suisse First Boston, in marketing Swisscom shares to Swiss clients.

William Hall, Zurich

## Healthy appetite seen for CIC sale

The mood is heating up in Paris as the February 23 deadline approaches for candidates to make offers for CIC, the French state-controlled regional banking group.

The "data room" of financial information on CIC has now been closed, and rival bidders are finalising their analyses and holding discreet meetings with the bank's executives, French civil servants, regulators, unions and journalists to push their arguments.

With up to seven candidates expected to bid, and the possible tender price rising fast, the feeling is far more positive than in late 1996, when the former centre-right government of Alain Juppé was forced to call off the privatisation.

Last time, just two bidders - the French banks Société Générale and Banque Nationale de Paris - made it as far as the state privatisation commission. It rejected the former because the bid was too low, included a complex securitisation and was heavily wrapped in conditions.

The BNP bid, worth FF10bn (\$1.63bn) for 100 per cent of the shares, would have left GAN, the state-owned insurer which controls CIC with a heavy capital loss in its accounts. It brought CIC's employees onto the streets to protest, and was denounced by Bernard Yoncourt, the then chairman, as a "death sentence".

But above all, the perception of the French banking sector has improved sharply. The imminent approach of the single European currency, the wave of recent mergers among financial service groups across the continent, and the shrinking number of alternative ways of acquiring market share in France have helped whet the appetite of bidders.

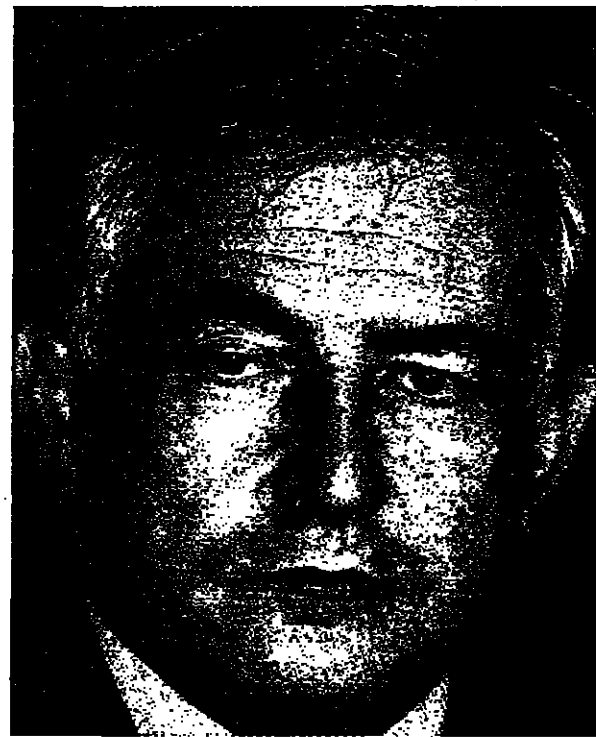
French banks have undergone restructuring and largely digested the costs of excessive property lending in the late 1980s and early 1990s. CIC's own accounts have been redressed, and the group is expected in March to report net income of more than FF1bn for 1997, albeit with substantial provisions against the Asian crisis, where it has a

This time, everyone has learned lessons from the experience. J.P. Morgan, the privatisation adviser, has allowed bidders greater initial access to CIC's financial information and included in the offer conditions details of state guarantees and accounting adjustments to cover problems that are unearthed.

Dominique Strauss-Kahn, the economics, finance and industry minister, has placed great emphasis on consultations with CIC's unions. He has stressed that the group - which includes 11 different regional banks - must retain its decentralised structure, and said he wanted to encourage staff to buy shares.

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Dominique Strauss-Kahn: March decision promised

total exposure of over \$1bn. It should be no surprise that the 1996 bidders have come back again. Daniel Bouton, chairman of Société Générale, argued this week that with the French market "blocked by nationalised and mutualist banks", CIC offered a good way to buy market share.

He claimed that his and BNP's "centralised" approaches were best, in contrast to other bidders which would "juxtapose

structures and tensions at each level".

His remarks were targeted at bidders such as Crédit Mutuel, a mutualist regional banking network, and Crédit Commercial de France, which responded by stressing its great expertise in managing decentralised networks such as CIC.

However, political concerns, particularly at a time of high unemployment and concern about the economic health of France's local com-

Andrew Jack

## Fauchon delicatessen agrees sale to Waldo

By David Owen in Paris

Fauchon, the luxury delicatessen that has grown to become one of the most famous names in French gastronomy, is set to change hands.

The company disclosed yesterday that Martine Prenat, its current owner, had entered a conditional agreement to sell control to Société Waldo, a Paris investment bank.

The disclosure said the conditions had to be fulfilled within three months, but contained few other details. It said Waldo, which is man-

aged by Laurent Adamowicz, had assembled a group of investors to make the acquisition.

Fauchon, founded in 1886, purveys truffles, foie gras and the like to a particularly well-heeled clientele from Place de la Madeleine, a gastronomic goldmine in the heart of Paris.

Yvonne De Gaulle, wife of Charles, the former French president, is said to have been a regular visitor.

The group also has an extensive network of distributors and franchisees in 30 countries.

According to one spokeswoman, the company made

profits of FF6m (\$982,600) in the year to March 31 1997 on turnover of FF236m.

Overseas sales accounted for FF123m of this, with Asia said to be the top export destination.

The company attributed yesterday's decision to the need to find additional capital to finance new development.

Mr Adamowicz for his part, was keeping a low profile yesterday, but his entry in Who's Who includes spells with International Playtex, Paribas and Rothschild. He also attended Wharton Business School in the US.

## Schroders to advise Poland on phone float

By Christopher Bobinski in Warsaw and Vincent Boland in London

Schroders, the London-based investment bank, was yesterday chosen by the Polish government to advise on and arrange the flotation this year of the country's state telephone operator.

After one of the most hotly contested tender processes of recent years, Schroders won the mandate to privatise Telekomunikacja Polska (TPSA) with Powszechny Bank Kredytowy, against competition from consortia led by Goldman Sachs, HSBC and Credit Suisse First Boston.

The mandate is for the sale of 15 per cent of TPSA's existing equity and a new share issue.

The government plans to float a total of 20 per cent of the company on domestic and international stock exchanges in a transaction worth up to \$2bn. It will be Poland's largest equity offering to date.

The competing banks slashed their fees to boost their chances, pushing the overall level of fees to below 1 per cent of gross proceeds - a new low for European privatisation mandates. Fees averaged about 2.5 per cent of gross proceeds last year but have fallen below 2 per cent in recent months.

The state treasury, which ran the tender for the adviser and arranger, did not give reasons for its choice. But Schroders carried out a pre-privatisation study of

TPSA, and was also global co-ordinator last year for the flotation of Bank Handlowy, a big Polish bank.

Schroders' proposals are understood to include a success fee of 1.83 per cent of gross proceeds of the international tranche of TPSA's share offer, and 0.1 per cent of the domestic offer. It also proposed a fixed fee equivalent to \$3.2m for preparing the flotation.

The government has said it wants the prospectus ready by the middle of the year, with the offer and stock exchange listings planned for the autumn.

Fee levels in the banks' proposals appear to have reflected their assessment of the risks involved in a process which could attract resistance from unions in TPSA worried about job losses, and nationalist politicians eager to maintain state control of the enterprise.

Some of the banks proposed high fixed fees paid regardless of the success of the transaction, and a lower success fee. The Polish government, in common with its counterparts elsewhere in Europe, was known to have placed a high priority on keeping the cost of floating TPSA as low as possible in order to head off political opposition to privatisation.

TPSA will have a market capitalisation of \$10bn if the sale of the 20 per cent stake raises as much as hoped. The listing will almost double the size of the Warsaw Stock Exchange, which has a market value of about \$12bn.

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1. To resolve on the liquidation of the Company
2. To appoint a liquidator

In order to deliberate validly on the items of the agenda, at least 50% of the shares issued must be represented at the meeting, and a decision in favour of the resolutions must be approved by shareholders holding at least 2/3 of the shares represented at the meeting.

Proxy forms are available at the Fund's registered office.

In order to be valid proxies duly executed by shareholders should be mailed to Banque Internationale à Luxembourg, att: Mrs Dupont, 69, route d'Esch, L-2953 Luxembourg so as to be received the business day preceding the Meeting at 5.00 p.m. at the latest.

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## COMPANIES AND FINANCE: EUROPE

## Mercedes to resume making A-Class model

By John Griffiths  
in Amsterdam

Production of the revamped version of Mercedes-Benz's A-Class car model will start next Monday, allowing 150,000 units of the controversial vehicle to reach customers this year, according to Dieter Zetsche, a board member of the German automotive group.

He was speaking on the eve of the Amsterdam Motor Show.

The decision to resume volume production follows an engineering overhaul and a series of market surveys to assess the potential damage to A-Class sales, and Mercedes-Benz's image, by the car's failure in the now infamous "elk" manoeuvrability test last year.

While the first of the surveys, conducted in all Europe's main markets, showed considerable concern about the A-Class, results from the most recent, received only four days ago, "showed that more than 90 per cent consider that Mercedes' reputation for safety is secure and that the A-Class will be a big success", said Dr Zetsche.

The surveys have now been dropped and Mercedes-Benz expects A-Class output to top 200,000 in 1998.

Mercedes-Benz's commercial vehicles division expects to lift global sales by at least 10 per cent this year, building on its return to the black in 1997 after nearly a decade of losses.

The division is now on course to meet a target of a 12 per cent return on capital by 1999 after increasing unit sales last year by 20 per cent to 417,000 trucks, vans and buses, according to Kurt Lauk, Daimler-Benz management board member.

He was speaking at the

launch of a new medium-duty truck range, the Atego, in which Mercedes-Benz has invested \$1.8bn.

It replaces the 13-year-old LK series, one of the most successful vehicles in the company's history. Some 800,000 LKs have been sold.

The Atego, which spans the strategic 6.5 tonnes to 26 tonnes sector, represents one of the most important elements of a product offensive, under which all Mercedes truck ranges over six tonnes will have been renewed by the end of this year.

Last year's DM39bn (\$21.4bn) turnover from commercial vehicles was a record for the company, the world's biggest truck maker. This represented an increase of 24 per cent on the previous year and had resulted in profits "in the range of a three-digit million figure", said Mr Lauk.

The precise figure, however, will not be released until April.

Profitability is also being helped by cost-cutting measures, which will have saved DM230m by the end of this year. They are allowing the new truck range to be sold at similar prices to the outgoing model, in spite of much greater technical sophistication, according to Mercedes-Benz.

Production at Mercedes' Württemberg plant in Germany is to be at the rate of 28,000 units a year, with the vehicles on sale in most European countries by the end of this year.

Additional revenues have also begun flowing from the launch in North America of Sterling, a new truck nameplate for Mercedes to go alongside its Freightliner brand, which is the heavy truck market leader in the region.

## Rival seeks fresh talks on Roland acquisition

By Peter Marsh

Heidelberg Druckmaschinen of Germany, the world's biggest maker of printing equipment, is keen to restart talks on acquiring part of Roland, the financially troubled division of MAN, the German engineering group.

The discussions would form part of Heidelberg's plan to build its interests in newspaper printing technology, where it is weak. The company believes its large investments in digital printing techniques could be transferred easily to newspaper systems.

The loss-making Roland is, with Chicago-based Goss Graphic Systems, one of the world's two biggest makers of newspaper presses.

Heidelberg has already discussed buying Goss, a privately owned company which was until just over a year ago part of Rockwell, the US industrial group. However, Goss has said it is not for sale.

Last year's talks about Roland involved Hartmut Mehdorn, Heidelberg chairman, and Rudolf Ruppert, chairman of MAN.

Although Mr Ruppert concluded it did not make sense for MAN to sell all or part of Roland, Mr Mehdorn has not ruled out Roland forming part of his plan to boost Heidelberg's DM60bn (\$3.5bn) annual sales through a move into newspaper systems.

Heidelberg yesterday announced net profit up 15 per cent to DM12m for the nine months to December on sales ahead 37 per cent to DM4.8bn.

MAN's Roland division last year had sales of DM2.5bn and showed a net deficit of DM115m - the sixth successive year of losses.

## Big can be beautiful, says MAN

Despite investor doubts, engineering group's chairman pleads benefits of size

As one of Europe's biggest diversified engineering companies, covering tanks to steelworks, MAN of Germany is often regarded as a dinosaur. Yet Rudolf Ruppert, chairman, insists the dinosaur still has plenty of life.

Mr Ruppert says that the breadth of MAN's activities - giving it expected 1997-98 sales of about DM23bn (\$12.62bn) - provide stability, helping the company to push into new markets and share technologies between different divisions.

Although MAN has recently paid attention to investors' wishes to see more focus, by reshuffling some of its operations, Mr Ruppert says of his 28-year MAN career: "I have got to know a lot of these [separate MAN] businesses rather well. I don't have any problem in being in charge of all of them."

That is not how many investors see things. Since early 1994, the company's shares have underperformed the German DAX stock index by 47 per cent.

Much of the investor angst has centred on the sprawling nature of MAN's business empire - which includes chemical reactors, components for Europe's Ariane space rockets and open-cast mining systems. Besides being Europe's third biggest truckmaker, after Mercedes-Benz and Iveco, MAN owns Roland - one of the world's two biggest makers of newspaper printing presses.



Rudolf Ruppert: weighs risks and advantages

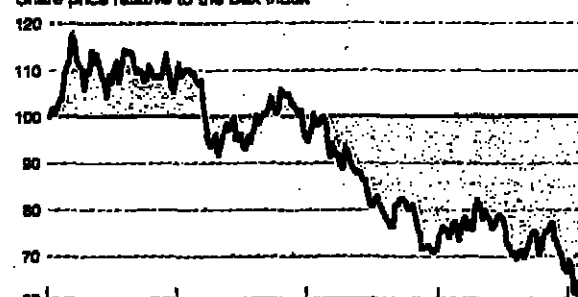
The group - which began in 1758 - makes buses and is the world's largest supplier of technology behind large marine diesel engines. It has a 51 per cent stake in SMS, a world leader in continuous casting of steel.

Also under the MAN umbrella is Renk, which makes transmissions for tanks and other vehicles, plus the DM5bn-a-year Ferrostaal subsidiary, which builds bridges and maintains nuclear plants. Mr Ruppert acknowledges outsiders' concern over whether one company can manage so many disparate businesses. But he says: "We have not fallen from heaven. We have developed over the past 200 years. Each division contains a mixture of risks and advantages."

Recently, MAN's stock has been hit by worries about the company's potential exposure to the economic turmoil in south-east Asia.

## MAN

Share price relative to the Dax index



Source: Datastream/ICV

But Mr Ruppert says that only 7 per cent of MAN's sales depend directly on Asia-based customers. He is sticking to projections two months ago that sales for the year ending in June will grow at between 6 and 10 per cent and that earnings will grow somewhat faster, implying that pre-tax profits will come in at more than DM630m, against DM493m last year.

While MAN is hardly a favourite in the investment community, the company is not without admirers. Gideon Franklin, an analyst at Morgan Stanley, says it contains some "undiscovered gems", while Olaf Tölke, of Merrill Lynch, believes the company's manufacturing breadth will make it among the first to benefit from an expected upswing in the European economy in the final years of this century.

In recent months, there have been rumours about a

possible break-up. Late last year a series of reports linked MAN's truck activities - which provide a third of its sales - with Volkswagen. However Mr Ruppert, who moved into the top job at MAN just over a year ago after running the truck division, rules out any sale: "Trucks are an integrated part of the company."

Mr Ruppert is similarly emphatic about the possibility of selling all or part of the Roland division, which has lost money for the past six years. However, Heidelberg Druckmaschinen, the acquisition-minded German printing group which is the world's biggest maker of all types of printing machines but is weak in newspaper systems, is keen on further discussions, in spite of being rebuffed last year.

Mr Ruppert is confident that Roland has turned the corner; the losses will be sharply reduced this year, he

says, and it will move into profit in 1998-99.

Efforts to sharpen MAN's focus include an interest in selling off peripheral parts of its empire - which could include, for instance, activities in civil engineering and materials handling. MAN has left areas such as rolling stock and steam turbines.

MAN has also recently made the salaries of its top few hundred managers at least partly dependent on targets. "This shows we are interested in meeting concerns about shareholder value," says Mr Ruppert.

While the company's sales are split fairly equally between Germany, the rest of Europe and the rest of the world, only a quarter of MAN's 82,000 employees are outside Germany. Mr Ruppert says this is likely to rise to about 35 per cent over the next five years, from just 21 per cent in 1996, partly because of other countries' lower production costs.

A key area is eastern Europe, where three months ago MAN's truck division agreed a new venture in Belarus with MAZ, the state-owned truckmaker. The venture will produce trucks in Belarus for eastern and western Europe, while MAN has similar plans for bus-manufacturing in Russia.

Peter Marsh and Frederick Stüdemann

## Dresdner adds to Spanish arm

By Tom Burns in Madrid

Dresdner Bank, Germany's second biggest, has underlined its global ambitions by strengthening its Madrid investment unit to capture a slice of the growing Spanish corporate acquisitions market in Latin America.

The group yesterday announced the outright purchase for an undisclosed sum of Kleinwort Benson Iberfomento, a Madrid financial firm in which Kleinwort, Dresdner's merchant banking unit, took a 50 per cent stake in 1991.

Jaime Carvajal, Iberfomento's founder who will become chairman of Dresdner in Spain, said the transaction reflected the increasing volume of Spanish investment in Latin America. It was also a sign of Dresdner's interest in Europe's growing capital markets business.

Under Bernard Walter, its new chairman, Dresdner has outlined a growth strategy in its investment banking business which focuses on expansion in areas such as Latin America.

Banco Bilbao Vizcaya and Santander, Spain's two dominant banks, and the telecoms group Telefonos, have already spent about US\$10m acquiring assets in Latin America. Endesa, the big domestic power group, and the oil company Repsol have earmarked some \$8bn for investment in the region over the next five years.

Latin America absorbed 48 per cent of Spanish direct foreign investment last year and Spain was the European Union's biggest investor in the region.

Dresdner, which has a presence in Latin America as Dresdner Bank, Dresdner Kleinwort Benson and as Dresdner Bank Lateinamerika, has already worked with Spanish companies in the region.

In Brazil, Dresdner Kleinwort Benson last year acted as adviser to a consortium led by Spain's Gas Natural in the acquisition of a gas business privatised by Rio de Janeiro. It also advised the state of Bahia on the sale of an electricity group to a consortium led by Spain's Iberdrola.

## KLM hit as profits disappoint

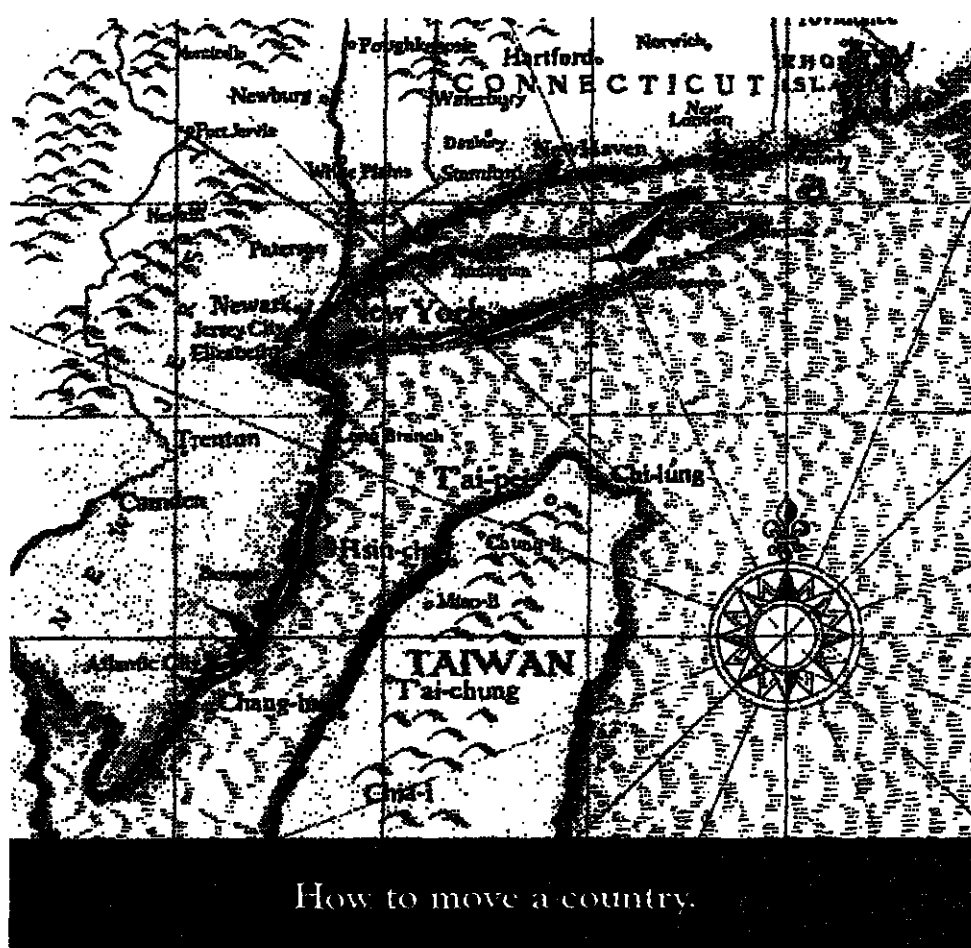
By Barbara Smit in Amsterdam

KLM shares tumbled in Amsterdam yesterday after the Dutch airline reported much lower than expected third-quarter profits.

However, net profits for the three months ended in December reached Fl 48m (\$22m), compared with a loss of Fl 7m the previous year. The airline confirmed its forecast that full-year results would exceed record net income of Fl 547m two years ago, excluding extraordinary income of about \$810m for the sale of its 19 per cent stake in US partner Northwest Airlines.

Most analysts had predicted that third-quarter profits would be about twice the reported figure. Richard Brakenhoff, transport analyst at Kempen & Co, said: "It seems that the management's enthusiasm after the second quarter was somewhat exaggerated."

KLM said it had started to feel the impact of the Asian crisis since December. Sales for the quarter rose to about Fl 3.3bn, against Fl 2.6bn.



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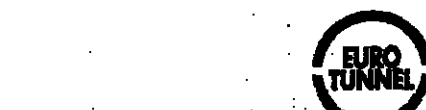
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Temporary suspension of rights to convert from Units in  
Bearer Form or Registered Form

This notice is given in connection with the proposed issue of warrants ("2003 and 2001 Warrants") to holders of Units in registered form, to holders of Units in bearer form and, for information only, to holders of warrants issued in 1991.

The Boards of Directors of Eurotunnel P.L.C. ("EPLC") and Eurotunnel S.A. ("ESA") intend to issue the 2003 and 2001 Warrants, pursuant to the authorities granted by shareholders of EPLC and ESA on 10 July 1997. Accordingly, the Board of each of EPLC and ESA resolved on 16 January 1998 to suspend shareholders' rights to convert shares of EPLC and ESA comprised in Units from registered form to bearer form (and vice versa) from (and including) 16 February 1998 until (and including) 23 February 1998.

Accordingly (i) holders of Units in registered form will not be able to obtain a bearer certificate(s) in respect of the Units concerned or to have those Units deposited with an affiliate of La Société Interprofessionnelle pour la Compensation des Valeurs Mobilières ("SICOVAM") and (ii) holders of Units in bearer form will not be able to have their name entered on the registers of members of EPLC or ESA or to receive a registered certificate in respect of the Units concerned from (and including) 16 February 1998 until (and including) 23 February 1998.

By order of the Board  
SA Walker, Secretary  
Eurotunnel P.L.C.

The Board of Directors  
Eurotunnel S.A.



## COMPANIES AND FINANCE: THE AMERICAS

## C&amp;L Chilean firm joins A Andersen

By Jim Kelly in London and Imogen Mark in Santiago

The Chilean practice of Coopers & Lybrand has defected to Arthur Andersen - the first global signal that the mergers among the Big Six firms could have far-reaching consequences, especially in emerging markets.

Jim Wadia, global managing partner of Arthur Andersen, said yesterday he was looking at a further five such deals - one of which would catapult Arthur Andersen from sixth to second position in the national market involved.

C&L's Chilean firm - Langton Clarke - will take to Arthur Andersen 450 professional staff, more than 25 partners, and annual revenues of more than \$30m in the first significant defection to follow global merger announcements.

It is also understood that 14 partners from the Chilean member firm of Deloitte Touche Tohmatsu - another of the non-merging Big Six firms - is to join Langton Clarke, eventually becoming part of Arthur Andersen's Chilean organisation.

In theory the combined firm would be a market leader but may

lose clients due to conflicts of interest.

The Langton Clarke deal is not a purchase. Its partners will move across to Arthur Andersen and earnings will be adjusted on an annualised basis. There is no goodwill payment and Arthur Andersen will take on existing leases.

Regulators in Brussels and Washington are considering mergers announced by C&L and Price Waterhouse, and KPMG and Ernst & Young. All 138 member firms of C&L had voted for the merger.

The last round of global mergers in the late 1990s saw some frag-

mentation among the Big Six firms. The mergers are unlikely to be derailed by such moves unless they involve big practices such as the leading US or European firms.

It is unclear what precipitated the switch but Arthur Andersen, which is not seeking a merger, has been hopeful that it will pick up disaffected practices around the world.

There are indications that Langton Clarke may have been dissatisfied with the merger because of Price Waterhouse's dominance in parts of South America. The firm specialises in inward investment

from Spain - a country where Arthur Andersen is extremely strong.

C&L sought to play down the move pointing out that the Chilean firm already had close relationships with Arthur Andersen which had no offices in Chile but which put work through C&L. It is understood no other C&L firm has such a relationship.

"There should be additional opportunities to make significant strategic acquisitions of practices and to attract top professionals as a result of these mega-mergers," said Mr Wadia in London.

## PepsiCo rises to \$446m in final quarter

By Richard Tomkins in New York

PepsiCo, the US soft drinks and snacks company, yesterday reported a sharp increase in fourth-quarter results as a recovery in its international soft drinks business helped offset a slowdown in snacks.

Net profits from continuing operations rose from \$198m to \$446m, excluding Pizza Hut, Taco Bell and KFC restaurant operations which were spun off as Tricon Global Restaurants in October.

Earnings per share, fully diluted, rose from 13 cents to 29 cents, in line with analysts' expectations.

The figures benefited from comparisons with a quarter in which PepsiCo's international soft drinks business was reeling from the effects of a failed attempt to attack

Coca-Cola in some of its strongest markets.

International soft drink volumes fell in the first half of 1997, but began to recover in the second as Pepsi-Cola International switched its focus to emerging markets and regained a foothold in Venezuela, where Coca-Cola had captured its main bottle.

Fourth-quarter operating losses from international beverages shrank from \$397m to \$16m. But the recovery was partially offset by a decline in profits from the North American soft drinks business, which reported a fall in operating profits from \$328m to \$268m.

PepsiCo said the decline was caused by heavy investments in the North American business, including the cost of introducing the blue look for the Pepsi brands and expanding the sales



Taste-good factor: emerging markets helped PepsiCo's revival in international soft drinks

team to pursue new soda fountain business.

The snacks business, which had previously been one segment of PepsiCo's business that could be relied upon to deliver strong growth, also stumbled.

Operating profits from North American snacks rose from \$405m to \$429m; profits

from international snacks edged ahead from \$120m to \$122m.

PepsiCo said international salty snack volumes rose 10 per cent, but international snack profits were hit by the cost of several long-term volume building initiatives.

Top line growth was slow, with revenues ahead only 3

per cent to \$6.3bn. For the year, revenues rose 3 per cent to \$20.9bn and net profits from continuing operations rose from \$942m to \$1.5bn.

Roger Enrico, chairman and chief executive, predicted a year of "solid" earnings per share growth in 1998.

## Whirlpool helped by European operations

By Nikki Tait in Chicago

Whirlpool, the biggest manufacturer of large home appliances, posted a recovery in fourth-quarter earnings, helped by a better performance at its European operations and reduced losses from its Asian joint ventures.

The company reported after-tax earnings of \$65m from continuing operations in the final three months of 1997, up from \$40m. Before one-off items, earnings per share were 86 cents, compared with 53 cents.

Sales for the period were 18 per cent higher, at \$2.5bn, partly owing to the consolidation of results from Brazil's Brasmotor group, in which Whirlpool recently doubled its stake to 66 per cent.

The improved fourth quarter left Whirlpool's full-year profits at \$238m against \$175m, excluding one-off charges, on flat sales of \$8.2bn. After charges, profits were \$82m in the fourth quarter, while for the full year there was a loss of \$15m.

David Whitman, chairman, said efficiency gains and "strong shipments" led to a 13 per cent increase in final-quarter profits at core North American operations. But he added that appliance industry shipments had been flat last year, mainly because of slower air-conditioner sales, and forecast a "slight downturn" in 1998.

In Europe - where Whirlpool went into the red two years ago - the company saw "solid operating profit gains" and a sales increase of more than 8 per cent in local currency terms in the final quarter. It expects the region to show a 2 per cent increase in sales in 1998.

By contrast, Whirlpool's Latin American profits declined in the fourth quarter and the full year, largely owing to the fall in the Brazilian appliance market.

In Asia, where Whirlpool has joint ventures in India and China, the company remained in the red, but losses were reduced from 1997 levels.

Whirlpool shares rose 11% to \$69.

## Sprint slides 20% as Airtouch gains

By Richard Waters in New York

Sprint, the third largest US long-distance telephone company, registered a 20 per cent fall in after-tax profits in the final quarter of last year as it ploughed investment into its new wireless and international business.

However, the company's core long-distance business once again notched up faster growth than its bigger competitors, AT&T and MCI Communications, and it recorded a substantial improvement in operating profit margins in this business during the quarter.

Airtouch, the biggest pure wireless carrier in the US, recorded a jump in net earnings for the final months of 1997, reflecting results from investment in building networks in the US and elsewhere which had held back earnings before.

Sprint said its investment in Sprint PCS, a joint venture building a national wireless service in the US, produced losses equivalent to 36 cents a share during the period, compared with 10 cents a year before.

The network so far covers a third of the US population and has nearly 1m customers, Sprint said.

Investments in Global One, an international joint venture with the largest French and German carriers, cost 14 cents a share, up from 5 cents in the 1996 quarter.

Other new developments, such as internet access and the development of competitive local services, cost 13 cents a share, up from 5 cents. These costs left Sprint with net income of \$150m, or 45 cents a share.

The company's latest figures were underpinned by solid long-distance revenue growth of 6.8 per cent, to \$2.3bn, while operating income climbed by 23 per cent to \$316m.

Meanwhile, Airtouch recorded operating revenues of \$1.3bn in the final quarter of 1997, up 18 per cent from a year before. Operating cash flow jumped by 48 per cent to \$408m, taking the total for the year to \$1.7bn - ahead of the \$1.5bn target the company had set.

Airtouch's after-tax earnings rose to \$97m, or 19 cents a share, from \$14m, or 3 cents a share, a year before.

## Brinson confirms PDFM autonomy

By William Lewis in New York

Gary Brinson, head of the newly formed fund management arm of Swiss Bank Corporation and Union Bank of Switzerland, has confirmed his decision to grant PDFM, its UK asset management operation, autonomous status.

Mr Brinson has also invited Paul Meredith, chief executive of PDFM, to join the executive committee that will run the fund management operations of the merged Swiss banks. "PDFM will continue to operate as it has with the same management structure," Mr Brinson told the Financial Times. He said that Mr Meredith, Tony Dye, chief investment officer, and others "will continue to run it just as they always have".

However, the other fund management operations of SBC and UBS are to be fully integrated into SBC Brinson, the Chicago-based fund manager that ran SBC's institutional asset management business.

Mr Brinson said that transition teams were currently being put together. He expects to announce

soon the structure of what will be one of the world's largest asset management operations, with approximately \$350bn of institutional assets under management. The operation's name was still being decided upon, Mr Brinson said. But PDFM, manager of approximately \$96bn, is to revert to its pre-UBS name of Phillips & Drew.

In recent years, London-based PDFM has shown poor performance, but most of its pension fund clients have remained with the company in the expectation that it will soon improve. "Their clients have been quite clear in articulating the reason why they have their affiliation with PDFM," Mr Brinson said.

However, he added that if "some way down the road" PDFM clients indicated that they were keen to become clients of the global SBC-UBS merged asset management business, "then me, Tony [Dye] and Paul [Meredith] would work to accommodate the clients".

Mr Brinson said PDFM executives would now report directly to him rather than to UBS banking headquarters in Switzerland.

## Crisis leaves carmakers running on empty



## Asian aftershocks

Car sales in much of Asia have crashed as the financial crisis in recent months has spread. Motor manufacturers inside the region - and those outside - have quickly felt the impact.

The extent to which demand is falling differs across the region, depending on the relative health of national economies and exchange rates. But most manufacturers are feeling the pinch, curbing production and investment in anticipation of leaner times.

Japan, by far the region's biggest car market, is the one least affected. Demand for cars started to soften in April, well before the crisis, after a rise in local sales tax.

New registrations in the country fell 3.8 per cent to 4.49m last year, and this year looks little better: consultants DRI/McGraw-Hill expect a further 1.5 per cent drop to 4.43m, while the Economist Intelligence Unit forecasts a rise of just 50,000 units to 4.55m.

Prospects in South Korea, Asia's second biggest market, are much bleaker. Total vehicle sales fell about 9 per cent to 1.05m units last year on the back of saturation and limited choice.

With the economy now in spasms, prospects are poor.

Mong-Gyu Chung, chairman of Hyundai Motors, the country's biggest carmaker, expects the home market to fall 25 per cent "at best" and 40-50 per cent "at worst".

Thailand, Malaysia and Indonesia promise little better. Thailand's financial turmoil has already prompted some Japanese carmakers to halt local production to prevent unnecessary stocks.

General Motors of the US, which is building a new plant, has frozen construction. Jack Smith, chairman, says GM will have to introduce a smaller, cheaper vehicle as purchasing power crumbles.

Japan's motor industry, already tightening its belt after April's decline, is retrenching further in response. Companies such as Toyota, Nissan and Honda are budgeting for lower direct exports to neighbouring countries and reduced sales by the joint ventures they dominate in the region.

Such joint ventures account for a substantial proportion of sales in Asia. Countries such as Indonesia and Malaysia, where tariffs and taxes make direct exports prohibitively expensive, obliges foreign manufacturers to assemble locally.

The Japanese also stand to lose because of a likely decline in royalty payments and revenues for technology transfers from the new carmakers they have nurtured in the region. Malaysia's Proton has grown thanks to

## Braced for the impact

Passenger car sales (m)



Sources: Standard & Poor's DRI-Global Automotive Group

Mitsubishi; Timor of Indonesia is dependent on Korea's Kia; while Samsung Motors, Korea's latest market entrant, owes its skills to Nissan.

Yet in spite of their exposure, the outlook for the Japanese is not bleak. Some manufacturers plan to use the lower yen to boost exports to the US and Europe.

Korean carmakers, by contrast, are more exposed. Domestic demand has plunged more deeply than in Japan. Oversupply will be exacerbated by Samsung's debut as a carmaker in March. And, like the Japanese, the Koreans will be hit by weaker regional exports.

The country's carmakers are also exposed because of their heavy borrowing to finance new capacity in the region, either directly or

through joint ventures. Many projects will now be scrapped or at least frozen. Hyundai's deal to build cars in Indonesia with Bimantara, controlled by one of President Suharto's sons, has been suspended.

The deal for Kia, the Korean brand rescued by the government last October, to supply cars and technology to Indonesia's Timor looks even less secure.

Timor is Indonesia's "national" car company, controlled by another presidential son. The company enjoys massive tax and tariff advantages over rival marques. This month, the Indonesian authorities announced those privileges would be rescinded under the reforms agreed with the International Monetary Fund.

Malaysia, which also has a "national" car programme, is similarly trimming its sails. Both Proton, the biggest of the "national" brands, and Perodua, its more recent counterpart, face big problems: both depend on the depressed home market, and neither has extensive exports.

For European and US carmakers, the crisis offers risks and opportunities. European luxury brands, notably Mercedes-Benz, but also BMW and Volvo, are most exposed. All have local assembly operations, now mostly lying idle.

By contrast, GM and Ford have focused on volume manufacturing. GM is backpedalling in Thailand and is unlikely to sanction growth at its smaller Indonesian plant. Ford says it remains committed to the Thai plant

it has built with Mazda, the Japanese carmaker it controls. But executives are wary of further investments in the region.

However, all the western manufacturers, including components companies, may be considering acquisitions among their weakened rivals in the region.

The first step was taken this week by GM, which agreed to enter talks on an alliance with Korea's Daewoo Motors. Ford has not denied it may be interested in Kia, in which it holds a sizeable stake, at the right price.

## Haig Simonian

This is the fourth in a series on the effects of the Asian crisis. Previous articles appeared on January 27, January 28 and January 30

## AMERICAS NEWS DIGEST

## PDVSA takes refinery stake

Petr6leos de Venezuela (PDVSA), the state oil company, is to acquire a 50 per cent stake in a 500,000 b/d refinery owned by Amerasia Hess, the US oil company. PDVSA is to pay \$625m over 10 years for its share in the joint venture company. Under a long-term supply contract, Venezuela will provide half the refinery's crude oil requirements. Over the past few years Venezuela has bought into a number of US refining ventures and service station chains to secure a guaranteed market for its crude oil. The Amerasia Hess plant in St Croix, the Virgin Islands, can produce 175,000 b/d of petrol which meets strict US environmental standards.

Raymond Colitz, Caracas, and Robert Corzine, London

## CONSUMER PRODUCTS

## Colgate-Palmolive lifts volume

Colgate-Palmolive, the US consumer products group, lifted unit volume 6 per cent in the fourth quarter, and said every division worldwide achieved solid growth. Its gross profit margin continued to improve and overhead expenses were reduced. Net income increased 14 per cent to \$206.4m and basic earnings per share rose from 60 cents to 68 cents. Sales from continuing businesses were up 2 per cent to \$2.3bn. This rise would have been 8 per cent if not for foreign currency weakness.

Reuben Mark, chairman and chief executive, said: "The momentum in our global consumer brands is substantial, fuelled by sharp increases in advertising and new product launches. Almost a third of our sales are now from new products introduced in the past five years."

Agencies, New York

## TELECOMS EQUIPMENT

## Newbridge Networks shares slide

Shares of Newbridge Networks fell more than 20 per cent - or C\$4.15 to C\$29.35 - in early Toronto trading yesterday after the Canadian telecommunications equipment maker warned that sales of its time division multiplexers systems would be harmed by volatility in Asia and Latin America. It said net earnings for the third quarter to February 1 would be 72 per cent lower than expected. Analysts had been expecting earnings of 25 cents, compared with last time's 26 cents.

Scott Morrison, Toronto

## PAPER

## Fort James takes \$458m charge

Fort James, the Virginia-based paper company formed by last year's merger of Fort Howard and James River, yesterday announced a restructuring charge of \$458m before tax to cover \$500 job losses, or 9 per cent of the workforce. It predicted annual savings resulting from the merger of \$300m. The charge includes \$235m to cover plant closures. It said last month it would close its two smallest US tissue paper mills, in Wisconsin and New York.

Excluding the charge, the company announced results for the fourth quarter which were better than those recorded by most companies in the sector. Operating profit increased 15 per cent to \$242.3m.

John Authers, New York

## ELECTRICAL EQUIPMENT

## Emerson Electric ahead 11%

Continued strength in Latin American markets and some improvement in Europe helped Emerson Electric, the US manufacturer of electrical and electronic products and systems, to an 11 per cent increase in after-tax profits, at \$292.3m, in the first quarter of its 1997-8 financial year. Sales in the three months to end-December were 12 per cent higher, at \$3.12bn, although the company said the underlying increase, excluding currency fluctuations, was 16 per cent. Earnings per share also increased 12 per cent, to 64 cents.

Nikki Tait, Chicago

## CORRECTIONS

## Daewoo Motors

The dollar value of debts at Daewoo Motors was wrongly stated in yesterday's FT as a result of an editing error. The correct figure was \$2.9bn.

## Cisco Systems

A graphic in yesterday's FT wrongly stated the sales and income of Cisco Systems. Sales in 1996 were \$1.98bn and in 1997 were \$6.44bn. Income in 1996 was \$421m and in 1997 was \$1.05bn.

## Turmoil fuels Proton's hopes

By Sheila McNulty in Shah Alam

When Mohd Saleh Sulong, chairman of Malaysia's national carmaker Proton, arrived at the island of Langkawi for a recent meeting, the local rental office was out of Protons.

None present dared be seen in the once obligatory Mercedes, given the authorities' rallying cry to support Malaysian business during the region's financial crisis and so the chairman was forced to borrow a Proton from one of the rental company staff to keep his own image intact.

Mr Saleh believes this resurgence of nationalism will serve Proton well. But even that, he admits, is not going to be enough to absorb all the shocks on the rough road ahead. Of all Asia's carmakers, Proton is one of the most vulnerable to the regional downturn.

The price of imported parts has been pushed up by the drop of more than 40 in the value of the ringgit against the US dollar.

But perhaps Proton's biggest obstacle is the sharp drop in domestic demand. There used to be a six-month waiting list to buy a Proton: now they can be obtained in a day.

This is largely because of difficulties getting financing as the authorities have dis-

couraged lending to curb rapid credit growth as bad loans mount.

Even without financing difficulties, Mr Saleh says, the economic slowdown would reduce domestic car sales by 30 per cent this year. But if those difficulties persist, "there is no telling how far the drop will be".

Mr Saleh hopes that as consumers become more nationalistic and economic buyers will increasingly choose Proton. The group has a big advantage over imports which carry duties as high as 350 per cent.

He expects Proton's domestic sales will drop this year from 195,000 units last year to 145,000 units, but hopes exports will expand from 30,000 to 35,000.

If those sales targets are met, Proton expects to stay above break-even. To make sure, it has delayed building a \$185.75bn (US\$1.39bn) plant and town, dubbed Proton City, frozen recruitment, ended overtime, reduced annual bonuses and frozen pay.

But even with these measures, Mr Saleh is unsure if Proton will have recovered sufficiently to withstand the breakdown of barriers to foreign competition as planned.

"I don't know whether, come the year 2003, we will be ready to open the market," he says.



## COMPANIES AND FINANCE: ASIA-PACIFIC

## Mitsubishi warns of deeper losses

By Michio Nakamoto in Tokyo

Mitsubishi Electric, one of Japan's five large integrated electronics companies, warned it would incur a larger loss than previously forecast because of deteriorating conditions in most of its main markets and a restructuring charge related to the closure of its US semiconductor and consumer electronics facilities.

The group revised its forecast for the year to March to a ¥70bn (€522m) net loss rather than the ¥10bn net loss previously forecast.

It will be Mitsubishi's first consolidated net loss and compares with a net profit of ¥8.5bn last year.

Sales are also expected to be lower at ¥3,800bn, rather than the ¥4,000bn previously forecast, and the company has lowered its pre-tax forecast to a loss of ¥40bn rather than a ¥35bn profit.

The revision comes after Mitsubishi announced it would end semiconductor fabrication in the US by closing a line where it has been producing 4-megabit dynamic random access memory chips.

The move is believed to be the

first time a Japanese semiconductor manufacturer has halted production overseas.

Mitsubishi is also withdrawing from the production of analogue television sets overseas and is closing a colour TV factory in the US. Another colour TV facility is also being closed in Japan.

The net loss of ¥70bn, which includes the cost of restructuring its US semiconductor operations and its TV business, is larger than analysts had anticipated. The group will not make an operating profit this year.

Hiroshi Yoshikawa, industry analyst at Solomon Brothers in Tokyo, warned that Mitsubishi's move to take much of the costs of restructuring in one swoop, did not mean its problems were behind it.

In order to make a pre-tax profit next fiscal year, Mitsubishi needs at least ¥40bn to ¥50bn in operating profits.

Given that it is probably incurring a loss of several tens of billions of yen in its semiconductor business, the company's return to the black depends substantially on the semiconductor market.

"There is still some uncertainty over the D-Ram market, so it is questionable whether the company has taken all the rot out," he said. Mitsubishi said sales of its PCs were also depressed. Japanese consumer demand remained sluggish throughout the year after an increase in the consumption tax and financial turmoil.

A drop in air conditioner sales, pressure in audio-visual markets, which have suffered price declines, and sluggish cellular phone sales also damaged Mitsubishi's performance.

## Philippine Seven tests IPO waters

Success could encourage others to take their plans off ice

Investors will be watching one small company on the Philippine Stock Exchange, particularly closely today.

Philippine Seven Corporation, the local unit of the 7-Eleven convenience store chain, is due to break a nine-month duck in the initial public offer market with what appears to be fortunate timing.

The return of institutional investors to the region has helped the Manila market put on 21 per cent in the past week. However, analysts say it is too early to say whether the IPO is a genuine harbinger of good news.

The company has not been immune from the effects of the Asian crisis. It had intended to raise up to 500m pesos (\$12.2m) through the IPO, but that has been cut to 207m pesos with an additional 107m pesos coming from a private placement. At 4.4 pesos a share, the offering is 9.5 times forecast earnings for 1998, compared with the market p/e multiple of 12.14 times.

BPI Capital, the group's underwriter, is not expecting 1998 to be a vintage year for IPOs. "But brokers and underwriters are keenly awaiting Philippine Seven's performance," says Dennis Catalina, vice-president. "If it does well, it may rekindle interest."

Mr Catalina may be optimistic. Scan the list of the 10 local companies waiting to launch IPOs this year and there is one thing they have in common: none makes any mention of dates.

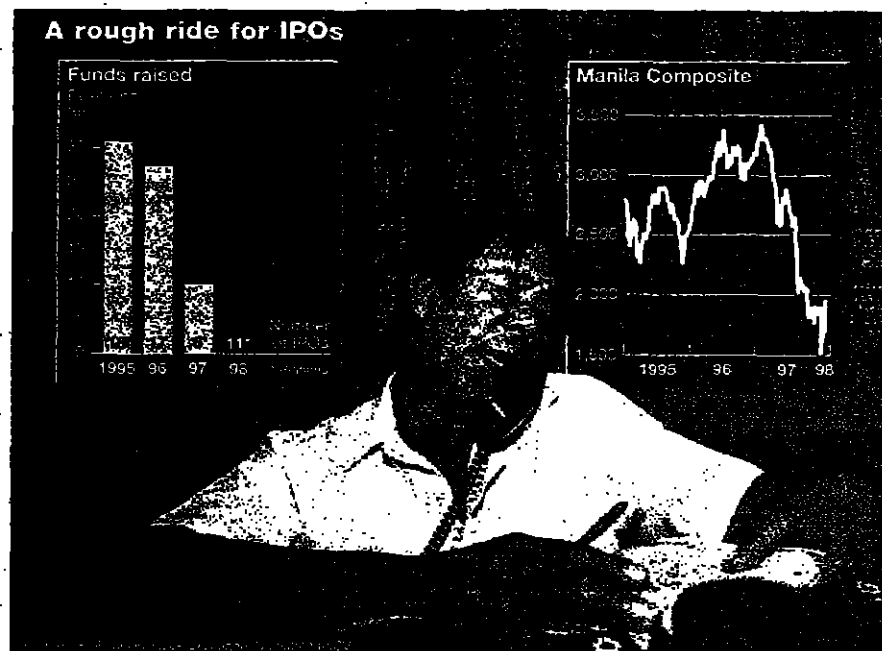
The absence of a clear

timetable is a recognition of the brutal impact the regional currency and financial markets crisis has had on investor sentiment. Market uncertainty also reflects another, more fundamental, question mark over the country - presidential elections in May. Sustained recovery from the market slump and an accompanying revival of IPOs is now considered unlikely this side of the polls.

Teodoro Limcaoco, managing director of BZW in Manila, says: "You need foreign investors to come in, and local investors need to see that interest before they get in. With the regional turmoil and elections hanging over us, IPOs will just have to wait."

The road to raising capital on the stock market is strewn with such difficulties and the turmoil on foreign exchange markets has pushed banks' borrowing costs to prohibitively high levels - prime lending rates have doubled to 30 per cent since July. As a result, companies with fund-raising plans are caught in a vicious squeeze, say analysts.

After three years of break-neck loan growth, banks are bracing themselves for a sharp rise in non-performing loans. Analysts expect loan growth to be negligible this year, compared with 45 per cent in the second quarter last year and 24 per cent in the third. This and the continuing trend of high interest rates amid Asian currency turmoil mean some companies will struggle to access capital.



Late last year, Smart Communications, the country's leading cellular phone operator, announced it was deferring its IPO yet again because of unfavourable market conditions.

It originally intended to float more than a year ago and raise \$300m. That has since been halved to \$150m. Smart is fortunate in having other options to raise funds. Its shareholders include Metro Pacific, the Philippine arm of Hong Kong-based First Pacific, and NTT, the Japanese telecom carrier, which were prepared to inject \$65m last summer and were subsequently called upon to raise an additional \$65m.

Michael Lowengren, group chief financial consultant, says postponement has not hit the group operationally.

"The target of \$300m was opportunistic because the market was buoyant and it would have given us a reserve fund to face consolidation in the industry," he says. "The point is we are not curtailing any planned expenditure as a result of the delay."

Hard on the heels of Smart's withdrawal came the deferral by Macondray, the holding company with interests in food, packaging and consumer finance, of its 1.5bn peso IPO. In September, Philippine Wireless, the paging company, also postponed plans to float and raise 1bn pesos.

The short-term outlook for Philippine companies is fairly bleak, say analysts. Soaring interest rates are expected to take their toll, particularly on the overheated property market.

A survey released this week by Makati Business Club showed those anticipating that interest rates this year would be higher than those in 1997 had risen from 84 per cent to 91 per cent. A handful of companies have already announced they are in difficulties with loan repayments and analysts say more will emerge as the economy turns down and consumer spending tapers off.

"The risk for IPOs now is excessive," says the head of research at a foreign brokerage. "Prudent companies will decide to defer until later in 1998 or 1999. It is very possible that Philippine Seven may be the only one to get off this year. But, when conditions are right, the floodgates will open. There are a lot of companies waiting out there."

## Satellite television groups to merge

By Michio Nakamoto in Tokyo

JSkyB and PerfectTV, the Japanese digital satellite broadcasters, have agreed to merge in April.

JSkyB, whose main shareholders are News Corp, Sony, Softbank and Fuji TV, will be incorporated into PerfectTV, whose shareholders include trading companies Itochu, Sumitomo, Nishio Iwai and Mitsui.

Shareholders in JSkyB will receive one share of PerfectTV's stock for each share of JSkyB stock. Koya Mita, president of PerfectTV, will become president of the new company.

The agreement comes just weeks before JSkyB was set to launch services in April and a little over a year since PerfectTV's start. It highlights the pressures facing satellite multi-channel service providers in Japan. Although the market is growing - revenues rose 10.4 per cent to a record ¥3,337.7bn (\$26.3bn) in the year to March 1997 - the costs of setting up a multi-channel service are prohibitive.

There are already seven large terrestrial TV stations with wide penetration, two public satellite channels with 12m-13m subscribers and a third satellite film channel. Four more digital channels are expected to be launched by 2000, when terrestrial channels are also set to go digital.

The merger also represents a climb-down by Rupert Murdoch, News Corp chairman, who shocked the Japanese industry by announcing the launch of JSkyB and taking a stake in a Japanese broadcaster.

Analysts welcomed the deal. "Given that it takes 1.5m subscribers per service to make a profit, three platforms in the market would have been too many," noted Yusuke Hasegawa, an analyst at Nikko Research Center. The other provider is DirecTV, a subsidiary of the US company.

PerfectTV is believed to be heading for a pre-tax loss of about ¥700 this year, and had not been expected to make a profit on its own for another three or four years, Mr Hasegawa said.

## ASIA-PACIFIC NEWS DIGEST

## San Miguel raises prices

San Miguel, the Philippine food and beverage group, yesterday announced an average 9 per cent rise in the price of its core beer brands to compensate for the weaker peso. The new prices "will help soften the impact of higher costs on the company, primarily of imported raw materials for brewing beer", the group said. The peso has fallen to a low of 36.55 pesos to the dollar, compared with 26.4 pesos to the dollar before the currency crisis swept Manila last July. Bienvenido Bautista, president, said San Miguel was still absorbing much of the increase in costs.

Rachel Regala, analyst at Indosuez W. I. Carr, forecast a decline in net income for 1998 to 2bn pesos. A further price rise this year was likely, she added.

B shares in the group fell 1.5 pesos to 57 pesos, following the news on Monday that First Pacific, the Hong Kong-based conglomerate, had ceased talks aimed at a takeover of the group. Justin Marozzi, Manila

## THAILAND

## SE suspends two bank stocks

The Thai stock exchange suspended trading in shares of First Bangkok City Bank and Siam Commercial Bank yesterday morning in what appeared to be a signal that the central bank was close to taking them over. Both mid-sized banks appear to be struggling to find the fresh capital that the Bank of Thailand has demanded.

Stibank, which is in talks to buy a majority stake in FBCB, recently said its due diligence would not be completed until the end of April.

Brokers estimated that FBCB may owe the central bank Bt100bn (\$1.96bn), or 35 per cent of its total funding. Gerard Kruthof, banking analyst at Deutsche Morgan Grenfell in Bangkok, estimated that the Bank of Thailand may have extended a total of Bt250bn to the 15 commercial banks. William Barnes, Bangkok

## OIL

## Nippon Oil to build new refinery

Nippon Oil, Japan's largest oil refiner and distributor, is to invest ¥35bn (\$278m) in new refining facilities at its Muroran plant in the northern island of Hokkaido. Work will start next month and is due to be completed by late 1998. The Muroran plant, one of Nippon Oil's largest sites, is also to be the location of one of three electricity generating plants which the group is building as part of its move into the independent power generating sector.

Nippon Oil is carrying out a cost-cutting and streamlining programme, including staff cuts and some rationalisation of its refining capacity. The company announced last year that it was to close its smallest refinery, in Niigata province, in March 1999. Bethan Hutton, Tokyo

## PHILIPPINES

## FEBT moves 20% ahead

Far East Bank & Trust, the fifth largest commercial bank in the Philippines, yesterday reported a 20 per cent rise in 1997 net income to 2.72bn pesos (\$66m). Total assets rose 27 per cent to 157.2bn pesos as deposits grew 23 per cent. Loan growth grew 16 per cent. The bank did not provide details of interest income.

The bank, which had targeted growth of 30 per cent, said it had raised its loan loss provision from 1bn pesos to 2.4bn pesos. This would protect it from market uncertainties and ensure it met the central bank's new 2 per cent loan reserve requirements before the October deadline.

ING Barings forecast earnings would decline 15 per cent this year because of higher provisioning. "Despite its fairly rigid credit policies, the bank is nonetheless vulnerable to bad debt problems," the broker said in its latest report, predicting non-performing loans would peak at about 8 per cent. The bank is well capitalised, however, following a 10-year \$75m loan from the World Bank's International Finance Corporation last year and a 2.5bn pesos rights issue in 1996. Justin Marozzi

## VIETNAM

## Yamaha gets motorcycle go-ahead

Yamaha said it had received approval from the Vietnam government to establish a motorcycle production venture in Vietnam. The Japanese group would hold a 46 per cent stake in the venture, Hong Leong Industries 24 per cent, Co Do Mechanical Factory 22 per cent and Vietnam Forest Corp 8 per cent, it said. Hong Leong Industries is the investment company of Hong Leong Yamaha Motor, Yamaha's Malaysian motorcycle manufacturing joint venture.

It said production in the first year of operation, 1999, was planned at 8,000 units of mainly 100cc and 110cc moped-type motorcycles. Production would be raised to 15,000 units by 2000, rising further to 100,000 units annually by 2005. AFX-Asia, Tokyo

## Shougang advances despite oversupply

By James Harding in Shanghai

Shougang, one of China's largest steelmakers, announced a modest increase in profits last year in spite of tougher market conditions in China, where steady growth in production and slackening demand are depressing steel prices.

The company, known formally as Capital Iron and Steel, recorded profits of ¥n350m (\$42.3m) last year, up 7.9 per cent on 1996 profits of just over ¥n324m. Sales were ¥n36.4bn, according to a statement in the official state media. No comparative figure was given.

Steel companies in China faced a more difficult operating environment over the past year as slower-than-expected growth in the vehicle and construction sectors dampened consumption growth just as steel supply increased and energy costs rose.

Yesterday's report in the China Daily, the government-run newspaper, said the performance came "at a time when the price of domestic steel kept plunging and energy costs increased by a large margin".

Shougang calculated that the fall in steel prices over the year shaved ¥n150m off final profits, and the increase in energy costs in production cut profits by a further ¥n300m.

Luo Bingheng, president, attributed the profits growth to capital restructuring, diversification and cost savings. Efficiency measures have cut the Shougang workforce by 185,000 in the past two years, according to the report.

Mr Luo said Shougang would focus on "new value-added products in the years to come", after technological upgrades lifted sales by ¥n330m.

The company gave no figure for the decline in steel prices in China, the largest steel-producing country in the world, but output is continuing to grow, with national steel production last year at 107.8m tonnes.

Analysts in China said that steel prices fell by more than 10 per cent in 1997 and were expected to fall further this year; the government forecast that domestic supply would continue to outstrip demand in 1998.

Shougang is China's fourth largest steelmaker behind Baoshan Steel, Handan Steel and Wuhang Steel. It has listed a subsidiary in Hong Kong and is awaiting approval for a more substantial offering on one of China's mainland stock markets.

The Chinese steel industry reported total profits of ¥n2.3bn for 1997, but the figures mask heavy losses and widespread inefficiencies in the hundreds of small and medium-sized steel businesses.

China's steel industry employs roughly 3m people, but output per worker is low by international standards.

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## Matsui halves broking commission

By Gillian Tett in Tokyo

Matsui Securities, one of Japan's small brokers, announced yesterday that it would cut its brokerage commissions by 50 per cent when the government lifts most controls in the sector on April 1.

The move represents the first salvo in what is expected to become a bitter battle between Japan's brokerages later this year.

The deregulation of commissions is expected to be one of the main planks of the "Big Bang" financial deregulation that the government is planning for the Japanese markets.

Until now, brokerage commissions on deals of less than ¥1bn (\$7.9m) have been fixed in Japan, guaranteeing a hefty source of income for the country's 300-strong securities firms.

This spring the government will let brokers charge whatever commission they wish on deals over ¥50m. In 1999, fixed commissions will be abolished on all deals.

Analysts had expected that this would result in commissions falling by between 30 and 40 per cent. However, with the market becoming more competitive, some expect even larger falls in the commission levels.

The move will increase pressure on the sector, where over recent years two large brokers and several small ones have already closed.

The sector has been badly hit by falling stock market volumes, growing foreign competition and corruption scandals.

Paul Houston, of Deutsche Morgan Grenfell, said: "We expect this move will be followed by other brokers and lead to a shake-out of the marginal brokers."

Matsui, a small unlisted broker with a reputation for being innovative, became the first to cut commissions on OTC transactions last spring - a move which was widely copied elsewhere in the sector.

The group, which has only 20,000 accounts, does not compete in the institutional market but it is thought to have plans to enter this sector after Big Bang.

It recorded a pre-tax profit of ¥603m in the year to March 1997, in sharp contrast to many other small brokers which recorded losses.

The attempt to lead Thailand into cutting-edge manufacturing received a blow last year when a Price Waterhouse audit uncovered a total of Bt4.1bn (\$50.5m) of fake profits that had been used to dress up three years of falsified financial statements.

The audit also concluded that the company had channelled Bt3.95bn in unauthorised payments to "related persons" with ties to Mr Charn. Officials will not reveal if any of this money has yet been returned.

Sales suffered because customers held off making orders until the group's future was secure, according to Mr Mollersten.

The result is that Alphatec has been operating with a negative cash flow that has caused the bank-denominated debt to expand. Nevertheless, the halving in value of the bank since last July's flotation of the currency has trimmed debt from \$450m to \$330m in dollar terms.

Alphatec reported on Monday a third-quarter net loss of Bt788.9m compared with a Bt84.2m profit a year earlier. Losses for the nine months were Bt12.26bn, compared with profits of Bt401.3m. Alphatec shares were suspended last June.

## Alphatec plans debt restructuring

By William Barnes in Bangkok

Alphatec Electronics, the Thai electronics company, said yesterday that creditors had been asked to approve by March 2 a restructuring plan for some \$330m in debt.

The computer chip company refused to divulge details of the scheme, but said it involved an equity purchase by an unnamed company. Robert Mollersten, chief executive, said the plan required creditors to be patient.

Jan Cherin, an executive of ING Bank and head of the creditors' steering committee, said: "We certainly support the proposal." Another creditors' representative, Michael Dunlavy of Bankers Trust, said: "The way in which the recovery of the existing debt can best be achieved is by facilitating the company's growth in the future."

Alphatec said it had received a letter from Charn Uswachoke, founder and former chief executive, which promised to return money removed from the company.

Mr Charn said in August 1996 that he intended Alphatec to become the world's biggest integrated semiconductor producer by 2000. But

the attempt to lead Thailand into cutting-edge manufacturing received a blow last year when a Price Waterhouse audit uncovered a total of Bt4.1bn (\$50.5m) of fake profits that had been used to dress up three years of falsified financial statements.

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## BUSINESS AND THE ENVIRONMENT

Renewable sources work but most governments continue to ignore them, writes Michael Peel

# Energy quest yields hot air

Looking out over the barren volcanic landscape of Lanzarote, the eye is drawn to the wind turbines planted like lines of crucifixes on the hills.

When a fresh breeze blows in from the Atlantic, the generators' spinning blades demonstrate the vast potential of wind to help solve the problem of the world's reliance on fossil fuels.

On calmer days, however, the idle rotors are a reminder that attempts to generate energy from sustainable sources can sometimes remain at the mercy of nature's unpredictability.

That contrast sums up the difficulties faced by those who seek to promote renewable energy sources. The tension was evident last month at a conference in the Canary Islands.

Supporters of renewables have shown that significant energy can be generated by wind, waves, rivers and the sun. Renewable sources account for more than a quarter of the energy needs of

some European countries. But there is uncertainty about the long-term cost-effectiveness of methods of renewable energy generation, which require big capital investments. And it is hard to predict the effect of a significant increase in renewable energy on employment in the energy generation industry.

These issues must be resolved soon, for there has never been greater pressure at a European level for national governments to switch from using oil, gas and coal. There is strong evidence that burning fossil fuels contributes to global warming. Before the Kyoto climate conference in December last year the European Commission was looking to cut emissions of greenhouse gases in the EU by 15 per cent by 2010.

A European Commission white paper last year argued that member states urgently needed to draw on renewable energies to meet that target. In 1995 renewable energy accounted for less than 6 per cent of total energy

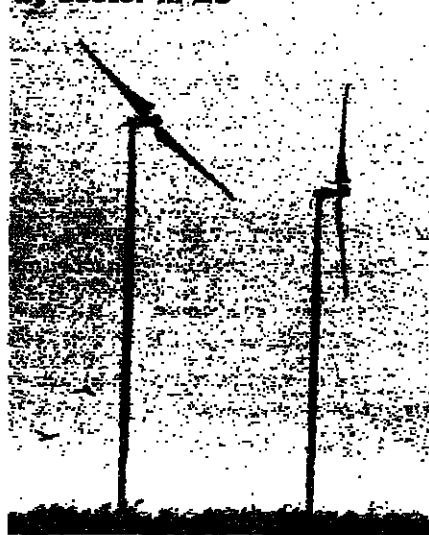
demand in the EU, according to Eurostat, the EU's statistical agency. There were substantial variations between countries, from Sweden's 25.4 per cent to the UK's 0.7 per cent.

The commission set a target of a 12 per cent share for sustainable energy resources by 2010. Earlier last year, the European parliament voted to aim for 15 per cent over the same time-span. Neither target is legally binding on member states.

The paper estimated that doubling the share of energy from renewables would require an increase in total energy investment of 30 per cent, or Ecu74.1bn (£49bn). EU countries would save Ecu21bn in fuel costs between 1997 and 2010.

The paper predicted that the growth in renewables would result in an EU export business of Ecu17bn by 2010. It also quoted a commission-funded study which predicted that the shift towards renewables would result in a net increase of 500,000 jobs

## Renewable power generation by sector in EU



Type of energy	1995	Forecast for 2010
Wind	2.5GW	40GW
Hydro	92GW	105GW
Large	82.5GW	91GW
Small	9.5GW	14GW
Photovoltaics	0.03GW	3GW
Biomass	44.8 Mtoe	135 Mtoe
Geothermal	0.5GW	1GW
Electric	1.3GW (thermal)	5GW (thermal)
Heat pump, heat pump	0.5m m²	100m m²
Solar thermal collectors	0.5m m²	35 Mtoe
Passive solar		1GW
Others		

\* million tonnes of oil equivalent  
Source: European Commission

once indirect employment was taken into account.

Some governments remain cautious about proceeding with large investments based on predictions made using computer models and estimates. John Gummer, former UK secretary of state for the environment, says: "It is an area that is moving very quickly and one in which governments can lose a lot of money if they go about it the wrong way."

Governments have held back for other reasons, such as concerns about the effects that renewable energy installations have on the environment.

Some hydro-electric stations are unpopular with the public because they are seen as spoiling

areas of natural beauty. Wind farms are opposed because the noise of the turbines disturbs people who live nearby.

These developments are not well-suited to densely populated countries, as one UK delegate pointed out. Looking over the wastelands of lava outside Arrecife, Lanzarote's capital, she observed that they were "perfect for putting renewables on. They don't complain."

Tradition also influences government attitudes. Christiane Egger, from Austria, said the government had always placed strong emphasis on alternative energy. She said Austria never developed a nuclear industry or a coal industry. The country's

main power producers wielded little influence.

Some governments have been opposed by powerful interests in the power generation industry. One Spanish delegate said: "We still have a great deal to do in that field... We have not made the necessary efforts to inform or link with these companies."

There were few signs at the conference that links were being forged with power generators. There were no delegates from large power producers or distributors. Carlos Robles Piquer, president of Eufores, the lobby group which organised the conference, admitted: "We are maybe preaching the gospel to people who already believe in the gospel."

Many delegates were disappointed at the lack of debate about the potential economic and social impact of renewable energy in Europe. There were few challenges to the claims made about the projected benefits of renewable energy.

Eryl McNally, a UK MEP and vice-president of Eufores, said dissenting voices might have stimulated debate.

Many delegates acknowledged that the conference did little more than review established research and concepts. More speakers, with tight time limits, dealt in broad terms with well-known themes. Many delegates spoke hopefully of big potential markets for renewable energies in developing countries looking to become self-sufficient. But no one offered case studies or research in support.

Few delegates seemed hopeful of a swift breakthrough. Only a handful of national government ministers attended the conference. Many delegates spoke of frustration that renewable energy technologies which had been developed years ago had not been widely adopted. Many felt progress would only be made if organisations such as Eufores campaigned much more strongly to persuade governments to encourage the use of renewable energy sources. As Hjalmar Amazon, a member of the Icelandic parliament, put it: "There have been so many meetings in the past 10 years or so. Many beautiful words have been said. We always come to the same conclusion - we must do something. But what has that come to?"



The renewable energy sources that can help meet the European Union's commitments on climate change could also help address some of its most intractable policy problems - including the Common Agricultural Policy, which is about to undergo further heavy reform.

Like agriculture, renewable energy is about harnessing the combined resources of Europe's sun, land and people. The most obviously relevant technology is biomass energy - growing plants to produce useful energy when harvested.

The processes that take existing agricultural crops (like corn and rapeseed) and convert them to liquid fuels have given biomass energy a bad name. But more appropriate crops and processes - including coppiced forests that are harvested for power generation - are both more eco-

nomically and can be made more environmentally attractive.

The relevant renewables are not confined to biomass, however. Wind energy similarly combines use of natural energy flows and land, generating electricity and revenue for the landowner while leaving the land free for some other uses. Modern technologies also enable far better use of direct solar energy too, for heating buildings, greenhouses etc, and for generating electricity from solar cells.

During the 1990s, Europe has led the way in commercialising these processes and technologies. Renewable energy is no longer the stuff of hair shirts and R&D labs. Advanced and potent technologies are now commercially available for harnessing Europe's land and solar based resources in ways that bring revenue and employment to the land, and produce no net greenhouse gases - nor, in most cases, other pollutants.

## Viewpoint • Michael Grubb Bring renewables into the EU land debate

The Kyoto Protocol on climate change should end any lingering doubts about the links between climate policy and land use. After extensive debate, the final agreement allows for carbon dioxide absorbed by managed plantations to be counted against emission targets. Such accumulated carbon would then become a natural reservoir for energy production.

Renewable energy is also important in the context of structural policies and debates on employment. Since renewable resources are highly dispersed, they tend to be most common in

more remote parts of the EU. The small unit scale and other characteristics also tend to make these industries relatively employment-intensive.

The European Commission's recent white paper on renewable energy details a goal of obtaining 12 per cent of Europe's primary energy from renewables by 2010. This would involve around Ecu150bn (£99bn) of new investment over the decade. At present, renewable energy is a small bit player on the margins of European agricultural reform and structural policy. Instead it should now become a central

part of debate about Europe's land, rural employment, and ways of bringing income to more remote regions.

The priority must be to ensure that the further reforms of the CAP now being contemplated, and energy liberalisation, do not damage the nascent renewable energy industries. Europe's tentative experience with biomass energy rests partly on benefits available to set-aside provisions under the CAP. This baby must not be thrown out with the bathwater of general agricultural production supports.

Similarly, the premium pay-

ments for electricity sources in the UK and other European countries are under pressure from the processes of electricity liberalisation, another laudable aim that must be seen through without cutting off the new industries at the knees. The EC white paper proposes a renewable energy credit scheme to ensure that renewable energy growth can be maintained, probably enhanced, in the context of electricity liberalisation.

However, there are much deeper issues at stake. They come together in the over-arching question of how best to harness Europe's land, solar and human resources in ways that support both environmental and economic objectives at many different levels in European society: local, regional and ultimately global. To some degree this is also about balancing the urbanising and centralising forces of economic integration, a problem that Europe has been

grappling with for decades.

That is an agenda that combines traditional issues of local land use and transport planning with the macroeconomic issues of CAP reforms, structural expenditures, rural and regional employment policies, and implementation of the Kyoto Protocol. This is where renewable energy has an important role to play. The UK presidency should help the EU seize the challenge, and should use debates on implementing CAP reform, energy liberalisation, and the Kyoto Protocol as a springboard for deeper discussions on how to develop principles and policies for integrating renewable energy and land use in Europe.

Michael Grubb is head of energy and environment at the Royal Institute of International Affairs. This article is extracted from his presentation tomorrow to the Institute's conference, *Climate after Kyoto: implications for energy*.



FINANCIAL TIMES  
Energy

### FT POWER IN ASIA CONFERENCE A Region in Crisis - New Targets for the Energy Sector 2 & 3 March 1998, Hotel Inter-Continental, London

The world's most energy-hungry region is in the midst of an unprecedented economic crisis. Without doubt the implications will be profound and far-reaching. FT Power in Asia has drawn together a platform of distinguished experts to debate what this unravelling of the region's investment infrastructure will mean to business in the power sector.

South-East Asia and the Far East - experiencing the severest impact - have a combined population of 650 million people. A population for whom the successful development of modern and efficient electricity systems is vital to restart economic progress. In China, the needs of 1.2 billion people are driving forward the world's most ambitious electricity supply programme.

This conference will consider what the crisis and its effects will mean for the future of some of the world's most advanced power sector privatisation schemes. It will focus on new formulas being developed to give fresh momentum to independent power projects. In addition, the financial, legal and regulatory regimes will be analysed in light of the fast-changing Asian marketplace.

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## Financial Results Year Ending 1997

### Directors' Report

1997 represented an important year in the continuing growth of Saudi American Bank as a robust and innovative financial institution, one that is embedded in the economic life of the Kingdom. This year saw our programs of quality and productivity beginning to take hold and reflect positive results. As we move along this path we will continue to reap benefits from these programs both in our delivery of services to our customers and in how we manage our costs.

**Financial Results**  
Net income for 1997 was SR 1,042 million (1996: SR 921 million; 1995: SR 1,072 million). The Bank's results continue to reflect diversified sources of revenues paralleled by increasingly productive and efficient delivery channels. The charge for loan losses of SR 241.3 million (1996: SR 328.8 million; 1995: SR 127.7 million) represents a significant decline over the previous year which is the result of the consistent application of stringent credit criteria and is reflected in a reduction of our non-accrual loans to SR 198 million (1996: SR 570 million; 1995: SR 501 million). Non-accrual loans are now more than twice covered by our loan loss reserves.

SAMBA's total assets at year end 1997 of SR 45.6 billion (1996: SR 41.3 billion; 1995: SR 40.8 billion) reflected strong growth in a challenging environment, with loans at the year-end improving to SR 15.1 billion (1996: SR 13.8 billion; 1995: SR 17.4 billion), customer deposits increasing to SR 34.5 billion (1996: SR 22.5 billion; 1995: SR 20.9 billion) and the investment portfolio of SR 19.8 billion (1996: SR 18.5 billion; 1995: SR 15.4 billion) remaining strongly biased in favour of Saudi and OECD government investment grade instruments.

The Bank's capital adequacy ratios as well as our key financial indicators of return on equity of 23.4% (1996: 22.0%; 1995: 27.8%) and earnings per share of SR 43.4 (1996: SR 38.4; 1995: SR 44.7) are indicative of our sound financial performance and remain impressive by industry standards.

After taking into account the Bank's performance during the year and setting aside reserves required under Saudi regulations, the Board of Directors recommended a gross dividend of SR 77.6 million for the year 1997. After deduction of Zakat, this will yield a net dividend of SR 31.25 per share to the Saudi shareholders, an increase of 14% over 1996.

The Board of Directors also intend to place before the next Annual General Meeting, a proposal to reduce the par value of our shares from SR 100 to SR 50 by doubling the number of outstanding shares.

**Donations**  
During the financial year 1997, Saudi American Bank allocated SR 2,500,000 as donations to various charitable, educational and other social causes.

**Payments**  
Directors remuneration for 1997 totaled SR 1,140,000. Attendance fees for Board, Executive and Audit Committee meetings were SR 78,000, SR 144,000 and SR 27,000 respectively. Expenses including travel, board and lodging incurred by Directors for attending meetings of the Board, Executive and Audit Committee amounted to SR 223,574. Compensation of Directors in their capacity as Executive Directors of the Bank amounted to SR 2,824,464. In addition to the above, Directors' fees and expenses for Samba's overseas subsidiaries amounted to SR 234,622.

**Appropriation of Income**  
The Board of Directors recommend that net income for the year be appropriated/distributed as follows:

Net income for the year	SR 900
Transfer to Statutory Reserve	1,042,368
Proposed Dividend	(260,958)
Transfer to Retained Earnings	3,810

Dividends shall be available for distribution immediately after approval by the shareholders at their Annual General Meeting. Dividend claims may be presented for settlement at the Bank's registered head office or any of its branches.

**Auditors**  
At the Annual Ordinary General Meeting of the Bank's shareholders, held during February 1997, Messrs. Whitley Murray & Co., and Al Jaraied & Co., were appointed as joint auditors for the fiscal year ending 31 December 1997. The forthcoming Annual Ordinary General Meeting of shareholders shall re-appoint the existing auditors or appoint other auditors and determine their remuneration for the audit of the Bank for the year ending 31 December 1998.

### Financial Highlights

Consolidated Balance Sheets	1997 SR'000	1996 SR'000	Consolidated Statements of Income	1997 SR'000	1996 SR'000
Assets			Operating Income	1,560,662	1,613,299
Cash and Balances with Sama	1,518,681	1,333,054	Special Commission Income	73,156	76,984
Due from Banks	7,396,810	5,851,544	Gain on Trading Securities	1,431	15,793
Trading Securities	1,899	13,234	Income from Investment Securities	1,263,713	1,124,677
Loans and Advances to Customers (Net)	15,089,308	13,849,188	Fees and Income from Banking Services	325,384	313,195
Investment Securities	19,835,043	18,480,082	Total Operating Income	3,224,346	3,143,908
Fixed Assets (Net)	398,490	411,829	Operating Expenses		
Other Assets	1,392,942	1,143,605	Special Commission Expense	1,304,499	1,199,904
Total Assets	45,633,173	41,282,536	Provision for Possible Loan Losses	241,349	328,763
Liabilities and Shareholders' Funds			Salaries and Employee Related Costs	483,391	478,832
Liabilities			Rent and Premises Related Costs	60,003	62,969
Customer Deposits	34,534,323	32,476,265	Directors' Remuneration	1,847	1,990
Due to Banks	4,540,659	2,504,349	Depreciation of Fixed Assets	79,415	74,300
Other Liabilities	1,976,903	1,985,402	Other General and Administration Expenses	164,660	171,467
Total Liabilities	41,051,885	36,966,016	Total Operating Expenses	2,334,564	2,318,225
Shareholders' Funds			Net Operating Income	889,782	825,683
Share Capital	2,400,000	2,400,000	Other Income	152,586	95,661
Statutory Reserves	1,822,282	1,561,324	Net Income for the Year Ended	1,042,368	921,344
General Reserve	325,000	325,000	December 31, 1997		
Retained Earnings	34,006	30,196	Earnings per Share	SR 43.43	SR 38.39
Total Shareholders' Funds	4,581,288	4,316,520			
Total Liabilities and Shareholders' Funds	45,633,173	41,282,536			
Contra Accounts	45,133,386	57,848,312			

Saudi American Bank البنك السعودي الأمريكي

World Class Banking

Head Office: P.O. Box 833, Riyadh 11421. Tel: (966) (11) 477-4770. Samba London: Nightingale House, 65 Cannon St., London W1Y 7PE. Tel: (44) (171) 355 4411. Samba Geneva: Samba Finance SA, 3 & 7 Rue du Commerce, 1204 Geneva. Tel: (41) (22) 310 34 00.







## CURRENCIES AND MONEY

## Some foreign buyers return to Asia

## MARKETS REPORT

By Simon Kuper

The yen and other Asian currencies rallied yesterday as the market took a brighter view of the continent's future.

Japan's ruling Liberal Democratic Party was discussing a supplementary budget for the fiscal year 1998-1999 that would pack a fiscal stimulus worth ¥6,000bn. Asian shares also continued to benefit from events of last week, when Korea rescheduled \$24bn of short-term foreign debt and Thailand abolished eight-month-old restrictions on non-residents trading the baht. This week Korea has received a ratings upgrade, while Thailand is expected to renegotiate the terms of its \$17.2bn rescue package with the International Monetary Fund.

Steve Jenkinson, emerging markets economist at Credit

Agricole Indonesia in London, said foreign investors were returning to Asian equity markets, boosting currencies in the process. "Funds have been massively underweight Asia for months now," he said. "In order for them to get back to their benchmarks, it is not a one-day matter." Goldman Sachs yesterday told its clients that now was the time to own a basket of Asian currencies, although it warned that the recovery would not occur in a straight line, and that the Indonesian rupiah was the riskiest currency in its basket.

The yen again rose, with the Nikkei stock index. Currency strategists said the yen usually appreciated in the first quarter of the year.

as Japanese investors sold foreign assets and repatriated the proceeds in order to improve their balance sheets for the fiscal year-end on March 31. Joe Prandemast, head of global foreign exchange research at Credit Suisse First Boston in London, said the mood in Asia had improved from "fairly extreme negative territory", but had still not yet turned around completely.

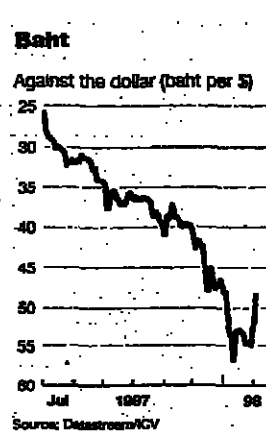
The baht jumped from Bt18, having started Friday as low as Bt15.

The Singapore dollar, Malaysian ringgit, Philippine peso and Taiwan dollar also rose yesterday, but the Korean won surprised many by failing to advance.

The yen was at ¥125.85 against the dollar in late US trading yesterday, ¥0.85 up on Monday's London close.

The dollar had support at ¥126.50, but then little ¥124.60.

Against the D-Mark the



Baht Against the dollar (baht per \$)

Source: Reuters/FT

dollar was down 1.1 pence in late trading at DM18.10. The pound was 0.9 cents stronger against the dollar at \$1.6450, and little changed against the D-Mark.

Trading volumes were low, as they have been for much of 1998.

The Russian rouble softened yesterday, even though interest rates stood at 42 per

cent. Moody's, the rating agency, said it might cut Russia's country ceiling for foreign currency bonds and deposits. Many strategists are expecting a devaluation. Jasper Dannesbø, treasury economist at ABN-Amro in London, said that if the Russian outlook did worsen, the Swiss franc would benefit.

Of course, the Swiss franc has long been a safe haven from any Russian turmoil. But that connection has become stronger recently, says Mr Dannesbø. He says that if worries over Russia grew, Russian mafia money would pour into Swiss bank accounts. The weight of this

money is so great that the Swiss National Bank recently stopped using M0 money supply as a target, partly because the figure is distorted by Russian in- and outflows.

Today central banks talk about interest rates. The Federal Reserve Open Market committee's two-day meeting ends, and the Bank of England monetary policy committee's two-day meeting begins.

Both are expected to leave rates unchanged - in fact, the short sterling market is pricing in no further UK rises in this cycle. The monetary policy committee may make a statement after its meeting designed to weaken sterling. Last week Eddie George, Bank of England governor, spoke again of the pain the strong pound was causing exporters.

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## WORLD INTEREST RATES

## MONEY RATES

February 3	Over night	One month	Three months	Six months	One year	Long term	Debt	Repo
Belgium	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	2 1/2
France	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
Germany	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
Ireland	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2
Italy	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2
Netherlands	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
Switzerland	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
US	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2
Japan	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2

## LIBOR FT London

Interbank	3 months	6 months	9 months	12 months
US Dollar	5.33	5.37	5.40	5.42
UK Dollar	4.4	4.4	4.4	4.4
SDR Linked	3 1/2	3 1/2	3 1/2	3 1/2

The FT intends to replace the Libor FT London with the BBA London rate on 20/02/98. Any comments should be sent to Martin Delmont, Financial Editor, at the FT. Add cases 37000 for the domestic Money Rates, US Dollars, ECU SDR Linked Deposits (2%).

## EURO CURRENCY INTEREST RATES

February 3	Short term	7 days notice	One month	Three months	Six months	One year
Belgian Franc	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
Dutch Guilder	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
German Mark	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
French Franc	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
Portuguese Esc.	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
Spanish Peseta	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
Swedish Krona	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
Swiss Franc	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
Canadian Dollar	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
US Dollar	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
Italian Lira	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
Japanese Yen	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2
Asian Dollar	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2

Short term rates are quoted on the US Dollar basis. The other rates are offered on the local currency basis.

THE THREE MONTH EURO CURRENCY INTEREST RATES (LIBOR) DM100m points of 100%

Mar	Open	Sett price	Change	High	Low	Est. vol	Open int.
Mar	96.37	96.37	-0.04	96.38	96.36	3,173	75.23
Jun	96.23	96.24	-0.10	96.24	96.23	3,447	50.213
Sep	96.11	96.13	-	96.13	96.11	2,040	29.038

THE THREE MONTH EURO CURRENCY INTEREST RATES (LIBOR) DM100m points of 100%

Mar	Open	Sett price	Change	High	Low	Est. vol	Open int.
Mar	96.40	96.41	+0.010	96.420	96.400	1,2618	38.044
Jun	96.240	96.250	-0.010	96.250	96.240	1,2618	38.044
Sep	96.130	96.140	-0.010	96.140	96.120	1,2618	38.044
Dec	95.980	95.990	-0.010	95.990	95.970	1,2618	38.044

THE ONE MONTH EURO CURRENCY INTEREST RATES (LIBOR) DM100m points of 100%

Mar	Open	Sett price	Change	High	Low	Est. vol	Open int.
Mar	96.40	96.41	+0.010	96.420	96.400	1,2618	38.044
Jun	96.240	96.250	-0.010	96.250	96.240	1,2618	38.044
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## COMMODITIES AND AGRICULTURE

## Pretoria warns on unexploited mineral rights

By Victor Mallet in Pretoria and Mark Ashurst in Cape Town

Mining companies in South Africa will have to "use it or lose it", the South African government said yesterday.

Launching a consultation paper on mining policy, Penneil Maduna, minister of minerals and energy, said the government's long-term aim was for all mineral rights to be vested in the state.

This would replace the current dual system under which some rights are held privately and some by the state, although the government also wanted to ensure security of tenure of mining rights.

"Right now, there are many people who hold all sorts of concessions and rights who are not mining," said Mr Maduna. Potential foreign investors were being kept out by "vested interests". Among the plans outlined in the paper is an annual minimum

work and investment requirement to discourage "the unproductive holding of prospecting and mining rights". The government will also investigate the possibility of a mineral rights tax to discourage those falling to mine.

Big South African mining companies have expressed concern about the government's intentions, arguing that "absolute" security of tenure afforded by private ownership of mineral rights has been vital for the costly devel-

opment of deep gold mines and other mineral assets.

However, the government has pointed out that private ownership of mineral rights is unusual - except in South Africa and the US - and says it is determined to increase black ownership of mining interests following the advent of democracy in 1994.

Weak gold prices and nervousness triggered by the Br-X exploration scandal in Indonesia has made "investment in mining

almost a guaranteed recipe for losing money in 1997", said Jeremy Wrathall, director of mining finance at SBC Warburg Dillon Read at the annual African Mining Conference in Cape Town yesterday. He said the downturn in commodity markets would exacerbate negative sentiment this year.

The collapse of the bullion price, which reached an 18-year low in November, had renewed attention on the need to improve cash costs and productivity at

South African gold mines. These were structural problems which would not be remedied by a rally in the gold price.

Gerard Holden, mining and metals director at Barclays Capital, told the conference that exploration spending this year would be restricted to well-advanced projects. The economic contraction in Asia had weakened demand for commodities and would "shape demand for new mining projects for years to come".

## Silver at highest for nine years

MARKETS REPORT

By Kenneth Gooding, Robert Corzine and Gary Mead

Silver's price was "fixed" in London yesterday at \$6.385 a troy ounce, its highest for nine years. At the London close silver was \$6.56, up nearly 4 per cent from Monday's close of \$6.31.

Traders suggested the price was being supported by extremely tight forward supply, thought to stem from a deliberate squeeze by speculators rather than an increase in demand.

Gold closed in London \$3.55 an ounce down from Monday's close at \$297.35. Dealers suggested the recent price jump was caused by speculators covering short positions.

On the London Metal Exchange copper fell more than 3 per cent after another big stock increase and data showing weakness in the US housing market.

Oil came under renewed pressure on continuing uncertainty over the confrontation between the UN and Iraq. Brent Blend for March delivery was off 31 cents at \$14.37 a barrel in late trading on London's International Petroleum Exchange.

Reports of a "very constructive" conversation between UN secretary general Kofi Annan and Tareq Aziz, Iraq's deputy prime minister, put additional pressure on prices. A diplomatic breakthrough could accelerate moves to more than double the oil-for-food programme, which could drag prices down further.

Coffee rose on the London International Financial Futures Exchange in thin volumes. The March contract closed at \$1,765 a tonne, up \$30.

Volcanoes were also low in cocoa. March closed up 211 at \$1,042 a tonne.

## Chinese zinc output rises 19%

By Kenneth Gooding, Mining Correspondent

China reacted to being caught by a vicious squeeze on the London Metal Exchange's zinc market last year by increasing its output of the metal by nearly 19 per cent and boosting zinc exports by 158 per cent.

By increasing its zinc metal output to 1.41m tonnes, equivalent to nearly one-fifth of the global total, China reinforced its position as the world's biggest producer, according to the International Lead and Zinc Study Group.

As a result of China's efforts, the global zinc market showed a slight surplus last year, said the ILZSG. Consumption rose 2.8 per cent to 7.73m tonnes while production of refined zinc rose 4 per cent to just over that level.

Asia's economic slowdown caused a 28 per cent drop in Thailand's zinc consumption and a 1.4 per cent fall in South Korea's, whereas there had previously been 12 years of continuous growth.

The lead market was balanced last year, said the ILZSG. Global consumption rose 0.3 per cent to 6.054m tonnes while refined lead output rose by 2.8 per cent to 6.046m tonnes. Lead from recycled scrap accounted for 59 per cent of production.

## Cheap ethylene cheers users

Prices for ethylene, the starting point for everything from motor car trim to soft drinks cartons, are approaching historic lows in some markets.

The weakness, emanating from Asia, is expected to provide relief to hard-pressed packaging companies, manufacturers and specialty chemicals companies, which have been unable to pass on higher costs to customers.

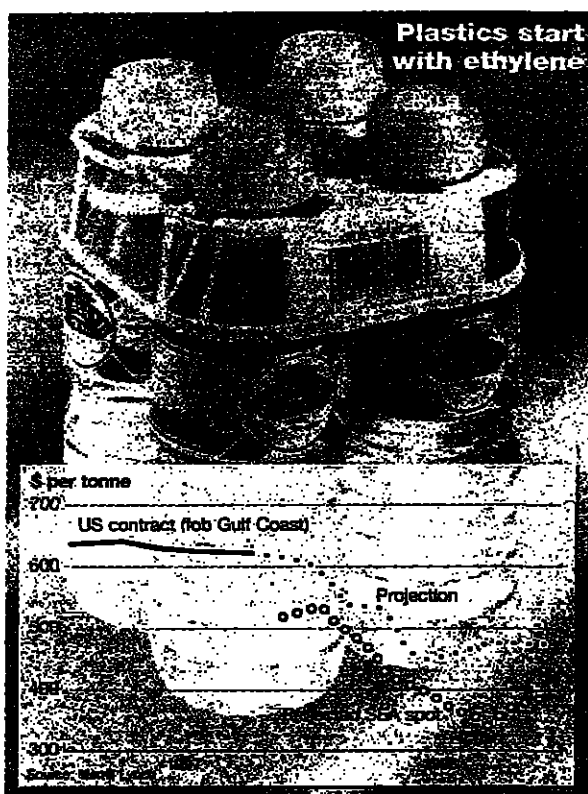
Reexam, a UK paper and packaging group badly affected by high raw material prices, said yesterday: "The Far East must have a depressing influence on western prices and that will be good for us and good for our customers."

The spot price of ethylene in South Korea has fallen to \$340 a tonne because of the slump in demand - half what it was in the region early last year.

Peter Blair, analyst with Salomon Smith Barney, says there is scope for the price to fall below \$300 this year. Merrill Lynch, the US investment bank, sees prices falling by a quarter.

Furthermore, South Korean producers are reported to be offering additional discounts of between 15 per cent and 20 per cent for customers willing to pay cash.

Ethylene is one of the basic building block chemicals and the most capital-intensive part of the chemicals business. "Cracked" - or separated - from naphtha, the oil and gas extract,



it is used to make the polyethylene for plastic bags and shampoo bottles, the polypropylene for car bumpers, the styrene for heat resistant cups and the ethylene glycol for polyester fibre.

Because it is a gas, it is rarely transported any distance - two-thirds is transformed into by-products at the same plant where it is extracted, and most of the

rest stays within the region. So, while Korean prices have tumbled, European supply has held up well and prices currently remain tight at just above \$500 a tonne.

However, specialists believe an attack on costs is inevitable. "There is a knock-on effect in derivative products, where price differentials are quickly arbitrated away. You have an

influx of cheap polyethylene into Europe. That pushes down prices of polyethylene made here and if they fall they push down the price of ethylene," Mr Blair says.

The situation is exacerbated by a sharp increase in world supply. Several new crackers started operating at the end of last year and pushed world production up 7.1 per cent from 83.6m tonnes in 1996 to 88.5m tonnes in 1997. By contrast, consumption only increased 5.7 per cent, according to Chem Systems, a management consultancy for the oil and chemicals industry.

Richard Sleep of Chem Systems says: "Last year saw the largest increase in ethylene capacity there has ever been."

So far, the big European manufacturers such as BP, ICI and EniChem have resisted lowering their prices. Consequently, they have profited as naphtha prices fall and margins widen.

Last week, the leading US groups - Dow, Dupont and Millennium - hinted, with their fourth-quarter figures, that commodity prices outside Asia would fall this year.

"When that happens," said Martin Evans of Sutherland, the agency broker, "it will be pay-back time for the manufacturers who were so badly when prices were squeezed up a couple of years ago."

Peter John

## China seen as big corn buyer

By James Harding in Shanghai

China is set to re-emerge as a substantial importer of corn in 1998-99, buying possibly 2.1m tonnes, according to the US Feed Grains Council.

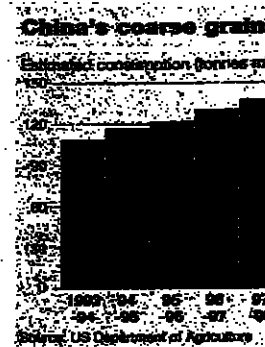
The council's latest forecast underlines the increasing demand for corn in China, particularly for use as feed grains as the livestock population expands to cater for growing appetites for meat among increasingly affluent Chinese citizens.

China's net corn imports could exceed 8m tonnes by 2006-07, reflecting how demand will outstrip production as consumption habits move faster than the growth in available farmland and farm yields.

The country has been a net exporter of corn since 1996-97, when it exported 3.93m tonnes followed by 3.77m tonnes in 1997-98. During the early 1990s, it sold far larger quantities of corn abroad, exporting 10m to 12m tonnes a year.

The Feed Grains Council emphasised that its 1998-99 forecast identified the long term trends in Chinese demand and production, but was sensitive to short-term fluctuations in harvests and policies.

US agriculture officials are waiting to see how Asia's financial crisis affects Chi-



nese agriculture. Some forecasts for growth of Asian meat consumption and feed grain use have been cut.

In China, the uncertain prospects for meat exports elsewhere in Asia also blur the accuracy of forecasting, agriculture officials said.

And opportunities for corn imports will be swayed by whether Beijing imposes tax on them. The tax was waived in 1995, when China was last a substantial importer of corn.

The growth in livestock production is the driving force behind increasing demand for corn in China. Pork production is expected to grow 4.1 per cent over the next decade, from 42.5m tonnes in 1997-98 to 60.9m tonnes in 2006-07, according to the council, and beef production is expected almost to double to 10.8m tonnes over the same period.

## COMMODITIES PRICES

## BASE METALS

## LONDON METAL EXCHANGE

(Prices from Amalgamated Metal Trading)

## ALUMINIUM, 99.7 PURITY (\$ per tonne)

	Cash	3 mths
Close	1489.98	1520.20.5
Previous	1617.18	
High/Low	1522/1512	
AM Official	1503.03.5	1522.5-23.5
Kerb close		1514.5
Open int.	254.384	
Total daily turnover	74,882	

## ALUMINIUM ALLOY (\$ per tonne)

	Close	Previous
1220-25	1343.5	1343.5
Previous	1332.37	1335.57
AM Official	1332/1343	
Kerb close	1319-19.5	1345-47
Open int.	5,429	
Total daily turnover	1,905	

## LEAD (\$ per tonne)

	Close	Previous
516-7	528.5-9.0	528.5-9.0
Previous	522.23	530.225
High/Low	530/525	
AM Official	516-6.5	527.5-8
Kerb close		529-30
Open int.	32,985	
Total daily turnover	12,782	

## NICKEL (\$ per tonne)

	Close	Previous
5325-35	5420-35	5420-35
Previous	5445-55	5530-40
High/Low	5610/5420	
AM Official	5385-90	5475-80
Kerb close		5452-53
Open int.	58,590	
Total daily turnover	24,508	

## ZINC, special high grade (\$ per tonne)

	Close	Previous
1071.5-2.5	1097-8	1097-8
Previous	1098.5-9.5	1121-22
High/Low	1112/1090	
AM Official	1068.5-89.5	1102/1090
Kerb close		1069-100
Open int.	70,733	
Total daily turnover	27,249	

## COPPER, grade A (\$ per tonne)

	Close	Previous
1678.5-9.5	1706-7	1706-7
Previous	1737.5-8.5	1754-54.5
High/Low	1707-08	1732-33
AM Official	1678-34	1702-33
Kerb close		1702-33
Open int.	58,108	
Total daily turnover	58,108	

## LME ALUMINUM OFFICIAL CLOSING 1.6383

LME Closing US rate 1.6425

Set 1.6417 3 mths 1.6347 6 mths 1.6331 9 mths 1.6396

## HIGH GRADE COPPER (COMEX)

	Sett. Day's	Sett. Day's
Feb	76.30	76.30
Mar	76.30	76.30
Apr	76.30	76.30
May	76.30	76.30
Jun	76.30	76.30
Jul	76.30	76.30
Aug	76.30	76.30
Sep	76.30	76.30
Oct	76.30	76.30
Nov	76.30	76.30
Dec	76.30	76.30
Total	76.30	76.30

## NATURAL GAS (per 1000 cu ft)

	Sett. Day's	Sett. Day's
Mar	10.22	10.22
Apr	9.91	9.91
May	9.91	9.91
Jun	9.91	9.91
Jul	9.91	9.91
Aug	9.91	9.91
Sep	9.91	9.91
Oct	9.91	9.91
Nov	9.91	9.91
Dec	9.91	9.91
Total	9.91	9.91

## NATURAL GAS (per 1000 cu ft)

	Sett. Day's	Sett. Day's
Mar	2.20	2.20
Apr	2.20	2.20
May	2.20	2.20
Jun	2.20	2.20
Jul	2.20	2.20
Aug	2.20	2.20
Sep	2.20	2.20
Oct	2.20	2.20
Nov	2.20	2.20
Dec	2.20	2.20
Total	2.20	2.20

## UNLEADED GASOLINE (per gallon)

	Sett. Day's	Sett. Day's
Mar	51.30	51.30
Apr	51.30	51.30
May	51.30	51.30
Jun	51.30	51.30
Jul	51.30	51.30
Aug	51.30	51.30
Sep	51.30	51.30
Oct	51.30	51.30
Nov	51.30	51.30
Dec	51.30	51.30
Total	51.30	51.30

## PRECIOUS METALS

## LONDON BULLION MARKET

(Prices supplied by N M Rothschild)

PRECIOUS METALS			
■ LONDON BULLION MARKET			
Prices supplied by N M Rothschild)			
Gold/Troy oz      Silver/Troy oz      Copper/SEs/tonne			

## SILVER Fix

	p/ton	US cts equiv.
Spot	382.80	629.50
3 months	382.35	627.95
6 months	382.45	627.95
1 year	382.25	627.95

## Gold Coins

	\$ price	£ equiv.
Kruggerand	302-305	183-185
Maple Leaf		
New Sovereign	60-71	42-44

## Precious Metals continued

## GOLD COMEX (100 Troy oz; \$/troy oz)

	Sett. Day's	Sett. Day's
Feb	296.3	296.3
Mar	296.3	296.3
Apr	296.3	296.3
May	296.3	296.3
Jun	296.3	296.3
Jul	296.3	296.3
Aug	296.3	296.3
Sep	296.3	296.3
Oct	296.3	296.3
Nov	296.3	296.3
Dec	296.3	296.3
Total	296.3	296.3

## PLATINUM NYMEX (50 Troy oz; \$/troy oz)

	Sett. Day's	Sett. Day's
Mar	382.8	382.8
Apr	382.8	382.8
May	382.8	382.8
Jun	382.8	382.8
Jul	382.8	382.8
Aug	382.8	382.8
Sep	382.8	382.8
Oct	382.8	382.8
Nov	382.8	382.8
Dec	382.8	382.8
Total	382.8	382.8

## PALLADIUM NYMEX (100 Troy oz; \$/troy oz)

	Sett. Day's	Sett. Day's
Mar	236.9	236.9
Apr	236.9	236.9
May	236.9	236.9
Jun	236.9	236.9
Jul	236.9	236.9
Aug	236.9	236.9
Sep	236.9	236.9
Oct	236.9	236.9
Nov	236.9	236.9
Dec	236.9	236.9
Total	236.9	236.9

## SILVER COMEX (5000 Troy oz; \$/troy oz)

	Sett. Day's	Sett. Day's
Mar	665.5	665.5
Apr	665.5	665.5
May	665.5	665.5
Jun	665.5	665.5
Jul	665.5	665.5
Aug	665.5	665.5
Sep	665.5	665.5
Oct	665.5	665.5
Nov	665.5	665.5
Dec	665.5	665.5
Total	665.5	665.5

## CRUDE OIL NYMEX (1000 barrels; \$/barrel)

	Sett. Day's	Sett. Day's
Mar	15.68	15.68
Apr	15.68	15.68
May	15.68	15.68
Jun	15.68	15.68
Jul	15.68	15.68
Aug	15.68	15.68
Sep	15.68	15.68
Oct	15.68	15.68
Nov	15.68	15.68







● FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 873 4378 for more details.

LUXEMBOURG (REGULATED) (*)			Credit Suisse Asset Mgmt Funds - Cont.			Merrill Lynch Asset Management - Cont.			Swiss Bank Corporation - Cont.			Equitable Life (International)											
Symbol	Assets	YTD	Symbol	Assets	YTD	Symbol	Assets	YTD	Symbol	Assets	YTD	Symbol	Assets	YTD									
APF	\$1.2B	+1.2%	FCF	\$1.5B	+0.8%	MSF	\$2.1B	+1.5%	CSF	\$3.5B	+0.5%	MLF	\$4.2B	+1.1%	SBF	\$5.1B	+0.9%	ELF	\$6.3B	+1.3%			
APF	\$1.2B	+1.2%	FCF	\$1.5B	+0.8%	MSF	\$2.1B	+1.5%	CSF	\$3.5B	+0.5%	MLF	\$4.2B	+1.1%	SBF	\$5.1B	+0.9%	ELF	\$6.3B	+1.3%	ELF	\$6.3B	+1.3%
APF	\$1.2B	+1.2%	FCF	\$1.5B	+0.8%	MSF	\$2.1B	+1.5%	CSF	\$3.5B	+0.5%	MLF	\$4.2B	+1.1%	SBF	\$5.1B	+0.9%	ELF	\$6.3B	+1.3%	ELF	\$6.3B	+1.3%
APF	\$1.2B	+1.2%	FCF	\$1.5B	+0.8%	MSF	\$2.1B	+1.5%	CSF	\$3.5B	+0.5%	MLF	\$4.2B	+1.1%	SBF	\$5.1B	+0.9%	ELF	\$6.3B	+1.3%	ELF	\$6.3B	+1.3%
APF	\$1.2B	+1.2%	FCF	\$1.5B	+0.8%	MSF	\$2.1B	+1.5%	CSF	\$3.5B	+0.5%	MLF	\$4.2B	+1.1%	SBF	\$5.1B	+0.9%	ELF	\$6.3B	+1.3%	ELF	\$6.3B	+1.3%
APF	\$1.2B	+1.2%	FCF	\$1.5B	+0.8%	MSF	\$2.1B	+1.5%	CSF	\$3.5B	+0.5%	MLF	\$4.2B	+1.1%	SBF	\$5.1B	+0.9%	ELF	\$6.3B	+1.3%	ELF	\$6.3B	+1.3%
APF	\$1.2B	+1.2%	FCF	\$1.5B	+0.8%	MSF	\$2.1B	+1.5%	CSF	\$3.5B	+0.5%	MLF	\$4.2B	+1.1%	SBF	\$5.1B	+0.9%	ELF	\$6.3B	+1.3%	ELF	\$6.3B	+1.3%
APF	\$1.2B	+1.2%	FCF	\$1.5B	+0.8%	MSF	\$2.1B	+1.5%	CSF	\$3.5B	+0.5%	MLF	\$4.2B	+1.1%	SBF	\$5.1B	+0.9%	ELF	\$6.3B	+1.3%	ELF	\$6.3B	+1.3%
APF	\$1.2B	+1.2%	FCF	\$1.5B	+0.8%	MSF	\$2.1B	+1.5%	CSF	\$3.5B	+0.5%	MLF	\$4.2B	+1.1%	SBF	\$5.1B	+0.9%	ELF	\$6.3B	+1.3%	ELF	\$6.3B	+1.3%
APF	\$1.2B	+1.2%	FCF	\$1.5B	+0.8%	MSF	\$2.1B	+1.5%	CSF	\$3.5B	+0.5%	MLF	\$4.2B	+1.1%	SBF	\$5.1B	+0.9%	ELF	\$6.3B	+1.3%	ELF	\$6.3B	+1.3%
APF	\$1.2B	+1.2%	FCF	\$1.5B	+0.8%	MSF	\$2.1B	+1.5%	CSF	\$3.5B	+0.5%	MLF	\$4.2B	+1.1%	SBF	\$5.1B	+0.9%	ELF	\$6.3B	+1.3%	ELF	\$6.3B	+1.3%
APF	\$1.2B	+1.2%	FCF	\$1.5B	+0.8%	MSF	\$2.1B	+1.5%	CSF	\$3.5B	+0.5%	MLF	\$4.2B	+1.1%	SBF	\$5.1B	+0.9%	ELF	\$6.3B	+1.3%	ELF	\$6.3B	+1.3%
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APF	\$1.2B	+1.2%	FCF	\$1.5B	+0.8%	MSF	\$2.1B	+1.5%	CSF	\$3.5B	+0.5%	MLF	\$4.2B	+1.1%	SBF	\$5.1B	+0.9%	ELF	\$6.3B	+1.3%	ELF	\$6.3B	+1.3%
APF	\$1.2B	+1.2%	FCF	\$1.5B	+0.8%	MSF	\$2.1B	+1.5%	CSF	\$3.5B	+0.5%	MLF	\$4.2B	+1.1%	SBF	\$5.1B	+0.9%	ELF	\$6.3B	+1.3%	ELF	\$6.3B	+1.3%
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APF	\$1.2B	+1.2%	FCF	\$1.5B	+0.8%	MSF	\$2.1B	+1.5%	CSF	\$3.5B	+0.5%	MLF	\$4.2B	+1.1%	SBF	\$5.1B	+0.9%	ELF	\$6.3B	+1.3%	ELF	\$6.3B	+1.3%
APF	\$1.2B	+1.2%	FCF	\$1.5B	+0.8%	MSF	\$2.1B	+1.5%	CSF	\$3.5B	+0.5%	MLF	\$4.2B	+1.1%	SBF	\$5.1B	+0.9%	ELF	\$6.3B	+1.3%	ELF	\$6.3B	+1.3%
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APF	\$1.2B	+1.2%	FCF	\$1.5B	+0.8%	MSF	\$2.1B	+1.5%	CSF	\$3.5B	+0.5%	MLF	\$4.2B	+1.1%	SBF	\$5.1B	+0.9%	ELF	\$6.3B	+1.3%	ELF	\$6.3B	+1.3%
APF	\$1.2B	+1.2%	FCF	\$1.5B	+0.8%	MSF	\$2.1B	+1.5%	CSF	\$3.5B	+0.5%	MLF	\$4.2B	+1.1%	SBF	\$5.1B	+0.9%	ELF	\$6.3B	+1.3%	ELF	\$6.3B	+1.3%
APF	\$1.2B	+1.2%	FCF	\$1.5B	+0.8%	MSF	\$2.1B	+1.5%	CSF	\$3.5B	+0.5%	MLF	\$4.2B	+1.1%	SBF	\$5.1B	+0.9%	ELF	\$6.3B	+1.3%	ELF	\$6.3B	+1.3%
APF	\$1.2B	+1.2%	FCF	\$1.5B	+0.8%	MSF	\$2.1B	+1.5%	CSF	\$3.5B	+0.5%	MLF	\$4.2B	+1.1%	SBF	\$5.1B	+0.9%	ELF	\$6.3B	+1.3%	ELF	\$6.3B	+1.3%
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APF	\$1.2B	+1.2%	FCF	\$1.5B	+0.8%	MSF	\$2.1B	+1.5%	CSF	\$3.5B	+0.5%	MLF	\$4.2B	+1.1%	SBF	\$5.1B	+0.9%	ELF	\$6.3B	+1.3%	ELF	\$6.3B	+1.3%
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The Financial Times plans to publish a Survey on

# Danish Banking & Finance

**on Tuesday April 7**

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**or your usual Financial Times representative**

**FT Surveys**

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## LONDON STOCK EXCHANGE

## More bid action attracts new buyers to equities

**MARKET REPORT**  
By Steve Thompson,  
UK Stock Market Editor

Takeover stories continued to drive London shares higher yesterday, thanks to a FTSE 100 bid, another in the FTSE 250 and action across the smaller stocks. The FTSE 100 index rallied after an uncomfortable start to the day, caused by intermittent surges of profit-taking, to end 13.8 up at 5,612.8, taking its sequence of record closing highs to five and its run of gains to seven.

It was the hostile bid for Argos, the catalogue shopping chain,

from Great Universal Stores, that captured the stock market's imagination, igniting a retail sector that has mostly underperformed the wider market over recent years.

An increased offer for Energy Group, from PacificCorp, the US utility company, had been expected, as had the offer from Australia's AMP for Henderson, the fund management group. Among the smaller companies there was an agreed bid for Gibbs Mew, the pubs group, from Enterprise Inns and a bid approach for Beales Hunter, the electronics company.

The bid action in the market offset a fairly hefty dose of profit-taking in the pharmaceuticals

arena, which triggered Footsie's 140-point leap on Monday when the market had its first opportunity to react to the proposed merger of Glaxo Wellcome and SmithKline Beecham.

For a change the FTSE 250, inspired by the big rise in Argos, captured the limelight, pushing up 37.5 to 4,915.9. That gain brought the 250 index to within 50 points of its previous record closing high of 4,963.8, set in mid-October last year.

The 250 index includes several high street retailers, many of which moved higher in sympathy with Argos yesterday, including MFI, Arcadia and Liberty. It also includes most of the large house-

builders, which made rapid progress in the wake of exceptionally good results from Bryant Group.

The leaders, on the other hand, had to cope with bouts of often heavy profit-taking from domestic and international institutions, which have been carrying over-weight positions in the pharmaceuticals sector for some time. Banks and insurance stocks suffered from the same kind of selling pressure as the drugs stocks.

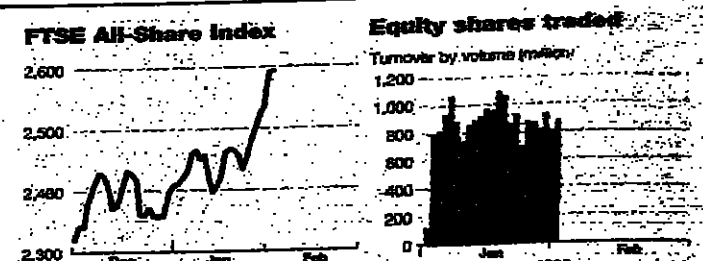
But the overwhelming trend in the top 100 stocks remained bullish, with dealers noting keen support from private investors for most of the apparent takeover targets.

The FTSE SmallCap index rose

3.9 to 2,388.6, not far short of the day's best of 2,389.0, helped along by actual and rumoured takeover stories.

The market now enters a period of genuine uncertainty, awaiting decisions on interest rate policy in the UK, US and Germany, and is also forced to react to Friday's non-farm payroll report from the US. Few expect rate changes in either the US or Germany although some fear that the Bank of England's monetary policy committee could yet raise rates.

Turnover in equities was 885.6m shares, of which just under half was in non-Footsie stocks.



Indices and ratios					
FTSE 100	5612.8	+13.6	FT 30	3414.9	+5.0
FTSE 250	4915.9	+37.5	FTSE Non-Fin p/e	21.22	21.16
FTSE 350	2688.6	+9.0	FTSE 100/Fut Mar	5630.0	+13.5
FTSE All-Share	2387.53	+3.9	10 yr Gilt yield	6.14	6.15
FTSE All-Share yield	2.98	3.00	Long gilts/equity yld ratio	2.08	2.06

Best performing sectors		Worst performing sectors	
1 Alcoholic Beverages	+2.7	1 Pharmaceuticals	-2.5
2 Construction	+2.4	2 Leisure & Hotels	-1.0
3 Retailers: General	+2.0	3 Consumer Goods	-1.0
4 Extractive Inds	+2.0	4 Life Assurance	-0.5
5 Chemicals	+1.8	5 Diversified Inds	-0.4

## Argos battle looms

Dealers were bracing themselves for a bid battle in the stores sector after Great Universal Stores surprised the market with a £1.6bn offer for Argos. The catalogue retailer immediately rejected the 570p a share offer.

Argos shares raced ahead yesterday following news of the offer, gaining 188 or 42.5 per cent to 630p as talk of a white knight did the rounds. That talk settled on Kingfisher, with Littlewoods also mentioned. But one specialist ruled out such a move saying: "I doubt Littlewoods will be going for this one at this stage."

Few expect Argos to remain independent even if no alternative bid is tabled. The group has issued three profits warnings in just over a year and revealed a drop in sales over the Christmas period. The shares had underperformed the market by 22 per cent over a 12-month period before yesterday's strong advance. One analyst said: "It will be difficult for Argos to generate a meaningful defence. Their stock in the market is pretty low at the moment."

However, analysts suggested GUS will have to raise its offer if it is to win the bid. An improved offer around the 650p a share mark was being talked about

with 700p regarded as a knockout bid.

GUS shares rose 29 to 762p, while those of Kingfisher hardened 21 to 965p.

Exploration and production stocks were well bid following a positive note on the sub-sector from Morgan Stanley.

The broker turned buyer on Lasso and also recommended Enterprise because of the sub-sector's 25 per cent underperformance against European stocks. Enterprise rose 21 to 590p and Lasso 6 to 263p.

## Reuters falls

Even the bears were beginning to finger the buy buttons as Reuters fell a further 28 to 520p to leave it off 100p or 16 per cent over four trading sessions. During that time, the Footsie has hit new highs every day.

The stock has suffered a buyers' strike since it emerged that a subsidiary of the news and financial information group faces a grand jury inquiry in the US.

One analyst said US inquiries are likely to drag on for some time and the stock could be dead money at least until the figures next week.

However, Mr Brian Newman of Henderson Crompton & Co. pointed out that £1.6bn had already been paid over the past four sessions and the selling had gone too far.

"It is trading at a p/e discount to the market which is frankly incredible. Historically it has traded at a premium of between 20 and 60

per cent," he said, adding that he intended to publish a buy note today.

The bid battle for Energy Group moved forward as PacificCorp of the US raised its offer for the utility to 75p a share.

If the bid is successful, shareholders will not receive the cash for 90 days. Thus the real value of the offer, with the loss of interest over that period factored in, is only about 75p a share.

The stock started above that level and jumped a further 21 to 775p as the market took a strong view that either Texas Utilities or Nomura would come to the table with a firm offer.

Both have shown their hand before. However, analysts said PacificCorp's offer had left little room for manoeuvre and was well ahead with the due diligence and regulatory approval.

Results from Bryant Group beat expectations and saw the shares power ahead, while the positive sentiment spread to other housebuilding-related stocks.

Bryant achieved one of the

best rises in the FTSE 250, with its gain of 9 to 122p.

George Wimpey rose 9 to 102p in volume of 4.4m. Besser Group advanced 13p to 189p and Bellway gained 18p to 389p.

Bryant's strong results, and the positive reaction of similar stocks, prompted suggestions that the sector may finally be seeing the re-rating some analysts think it deserves.

The building and construction sector staged a 2.5 per cent rally yesterday. Merrill Lynch has told clients the sector is about 15 per cent undervalued, and added: "We do not believe that earnings will collapse as existing ratings imply."

## Tate warns

Tate & Lyle was the worst-performing stock in the FTSE 250 after it wrong-footed the market by issuing a profits warning at its annual meeting. The shares fell 41 to 507p.

With several brokers having issued "buy" recommendations on the stock in the last few weeks, analysts had expected a strong and positive statement. "This is not what we had expected. We thought things were going well," said one.

BSkyB bounced sharply after the company reported first-half results in line with forecasts and reassured investors about its digital launch.

The shares gained 19 to 361p recovering from a recent 38-month low of 340p.

The information technology sub-sector continued its advance, adding to the 18 per cent gain chalked up since it was created a month ago. The largest stock in the sector, Misy's, was up 7p at 223.53p, while Logica gained 22p to 212.67p.

Graham Brown at Sutherland's has downgraded Misy's and Logica from "strong

FT 30 INDEX											
	Feb 3	Feb 2	Jan 30	Jan 29	Jan 28	Jan 27	Jan 26	Jan 25	Jan 24	Jan 23	Jan 22
FT 30	3414.9	3409.9	3398.6	3340.8	3338.1	2841.6	3400.3	2868.8			
Ord. div. yield	3.17	3.17	3.24	3.27	3.29	4.08	4.22	3.29			
P/E ratio net	22.40	22.39	21.88	21.70	21.57	17.33	22.59	15.60			
P/E ratio incl	22.20	22.19	21.58	21.51	21.38	17.38	22.02	15.71			
FT 30 since completion high 3403.3 19/10/97, low 49.4 26/04/40. Base Date 1/7/95.											

FT 30 hourly changes											
	Open	9	10	11	12	13	14	15	16	High	Low
3408.9	3394.8	3402.1	3406.5	3412.4	3408.9	3411.2	3411.5	3413.8	3418.0	3393.7	

SEAG bargains											
	Feb 3	Feb 2	Jan 30	Jan 29	Jan 28	Jan 27	Jan 26	Jan 25	Jan 24	Jan 23	Jan 22
SEAG bargains	80,269	83,060	83,064	85,329	85,588	85,588	85,588	85,588	85,588	85,588	85,588
Equity turnover (m)	-	NA	221.3	204.5	232.4	232.4	232.4	232.4	232.4	232.4	232.4
Equity turnover (m)	-	NA	50,289	54,435	58,780	58,780	58,780	58,780	58,780	58,780	58,780
Shares traded (m)	-	NA	610.9	579	645.8	645.8	645.8	645.8	645.8	645.8	645.8
(Excluding intra-market and overseas turnover but including Great turnover.)											
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London market data											
	Feb 3	Feb 2	Jan 30	Jan 29	Jan 28	Jan 27	Jan 26	Jan 25	Jan 24	Jan 23	Jan 22
Rises and falls	805	734	734	734	734	734	734	734	734	734	734
Total Rises	805	734	734	734	734	734	734	734	734	734	734
Total Falls	734	734	734	734	734	734	734	734	734	734	734
Total Same	1,539	1,468	1,468	1,468	1,468	1,468	1,468	1,468	1,468	1,468	1,468
52 Week highs and lows	212	212	212	212	212	212	212	212	212	212	212
52 Week lows	69	69	69	69	69	69	69	69	69	69	69
LIFFE Equity options	38,249	38,249	38,249	38,249	38,249	38,249	38,249	38,249	38,249	38,249	38,249
Total contracts	38,249	38,249	38,249	38,249	38,249	38,249	38,249	38,249	38,249	38,249	38,249
Calls	22,376	22,376	22,376	22,376	22,376	22,376	22,376	22,376	22,376	22,376	22,376
Puts	15,873	15,873	15,873	15,873	15,873	15,873	15,873	15,873	15,873	15,873	15,873
Feb 3 Data based on Equity shares listed on the London Share Service.											

1  
**AMEX**  
Behind the game?

2  
**HOGG R**  
Slow to turn?

3  
**CARLSON WL**  
Off the pace?

4  
**PORTMAN**  
In control of play

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## FTSE Actuaries Share Indices

Produced in conjunction with the Faculty and Institute of Actuaries

	Feb 3	Feb 2	Jan 30	Jan 29	Jan 28	Jan 27	Jan 26	Jan 25	Jan 24	Jan 23	Jan 22
FTSE 100	5612.8	+0.2	5592.0	5438.5	4260.9	2.95	2.96	2.07	20.82	2.26	2424.58
FTSE 250	4915.9	+0.8	4878.4	4851.5	4675.7	3.38	2.81	1.86	19.78	6.02	2084.15
FTSE 350	2688.6	+0.8	2658.4	2629.3	2107.8	2.98	2.48	2.03	24.04	1.74	2355.72
FTSE All-Share	2388.6	+0.3	2368.4	2339.3	2107.8	2.98	2.48	2.03	24.04	1.74	2355.72
FTSE 100 Lower Yield	2688.6	+0.8	2658.4	2629.3	2107.8	2.98	2.48	2.03	24.04	1.74	2355.72
FTSE 250 Lower Yield	2688.6	+0.8	2658.4	2629.3	2107.8	2.98	2.48	2.03	24.04	1.74	2355.72
FTSE 350 Lower Yield	2688.6	+0.8	2658.4	2629.3	2107.8	2.98	2.48	2.03	24.04	1.74	2355.72
FTSE All-Share Lower Yield	2688.6	+0.8	2658.4	2629.3	2107.8	2.98	2.48	2.03	24.04	1.74	2355.72
FTSE 100 High Yield	2688.6	+0.8	2658.4	2629.3	2107.8	2.98	2.48	2.03	24.04	1.74	2355.72
FTSE 250 High Yield	2688.6	+0.8	2658.4	2629.3	2107.8	2.98	2.48	2.03	24.04	1.74	2355.72
FTSE 350 High Yield	2688.6	+0.8	2658.4	2629.3	2107.8	2.98	2.48	2.03	24.04	1.74	2355.72
FTSE All-Share High Yield	2688.6	+0.8	2658.4	2629.3	2107.8	2.98	2.48	2.03	24.04	1.74	2355.72

## FTSE Actuaries Industry Sectors

	Feb 3	change	Feb 2	Jan 30	Jan 29	Jan 28	Jan 27	Jan 26	Jan 25	Jan 24	Jan 23	Return
10 RESOURCES	4488.30	+12	4435.12	4447.08	4162.40	3.45	2.85	1.81	16.91	0.00	2031.05	
12 Extractive Industries	3305.82	+0.2	3148.44	3092.93	2798.19	1.40	3.89	1.86	15.10	0.00	2085.15	
15 Oil Integrated	4822.95	+1.1	4871.13	4801.89	4388.74	3.53	2.85	1.77	20.03	0.00	2288.67	
16 Oil Exploration & Prod	3396.67	+1.5	3347.69	3365.94	3053.13	1.86	1.37	2.32	32.49	0.00	2098.68	
20 GEN INDUSTRIALS	1828.12	+0.1	1808.80	1822.00	2027.59	3.96	3.39	2.00	16.87	1.29	1116.03	
21 Construction	1340.89	+0.1	1340.89	1340.89	1340.89	3.45	2.78	2.27	15.89	0.44	1182.11	
22 Building Materials	1643.51	+0.2	1640.70	1623.01	1674.85	4.83	3.82	1.97	18.97	0.46	1181.05	
23 Chemicals	2295.11	+1.8	2291.08	2288.08	2398.08	4.05	3.50	1.85	18.78	0.46	1182.44	
24 Diversified Industrials	1288.40	+0.4	1284.48	1284.21	1480.83	4.44	4.08	2.13	13.33	10.72	787.02	
25 Electronic & Elect Equip	2185.02	+0.2	2181.32	2127.18	2334.87	4.77	3.88	1.57	15.37	0.00	1182.92	
26 Engineering	2575.85	+1.2	2545.67	2521.31	2693.30	3.74	3.25	2.05	12.83	0.79	1940.95	
27 Engineering Vehicles	2385.84	+1.3	2342.68	2381.08	2628.77	2.88	2.43	0.02	80.00	0.28	1847.15	
28 Paper, Print & Printing	2004.17	+0.1	2005.35	1994.15	2408.00	5.29	4.33	1.91	12.54	0.33	800.55	
30 CONSUMER GOODS	5777.25	+1.0	5834.48	5828.12	3686.96	5.81	2.26	1.34	25.88	2.44	2237.31	
32 Alcoholic Beverages	3386.45	+2.7	3190.58	3328.27	2841.50	3.38	5.46	2.45	14.47	0.31	1702.85	
33 Food Products	3442.92	+0.5	3451.17	3433.93	2837.91	2.10	3.52	1.82	15.10	0.73	1313.13	
34 Food, Drug & Retail	3115.07	+0.1	3115.07	3115.07	2837.91	2.10	3.52	1.82	15.10	0.73	1313.13	
35 Health Care	2432.92	+0.7	2415.43	2437.89	2163.13	2.11	1.76	1.81	32.85	0.83	1540.21	
37 Pharmaceuticals	10891.29	+25	10593.95	9708.40	6105.26	1.74	1.46	1.70	42.33	0.03	3783.13	
38 Tobacco	484.14	+0.3	482.19	487.88	402.11	5.05	1.57	1.89	13.28	0.33	1292.11	








*4 am class February 3*

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# Shares catch breath after upward sprint

## WORLD OVERVIEW

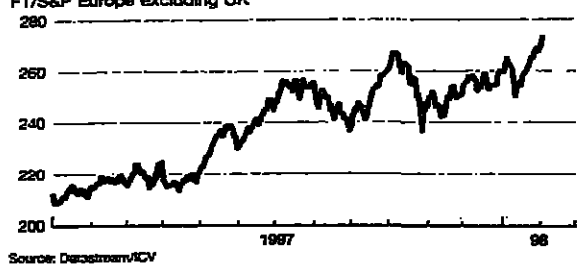
With the striking exception of Malaysia, world stock markets took a breather yesterday after their record-breaking run on Monday, writes Philip Coggan.

A swathe of European markets had recorded all-time highs on Monday, bolstered by a rally in Asia and by the knock-on effect of the proposed Glaxo-Wellcome/SmithKline Beecham merger on pharmaceuticals stocks.

But the rally failed to sustain itself, even after the strong performance of Wall Street on Monday, where the Standard & Poor's 500 index

## European equities

FTSE Europe excluding UK



Source: Datastream/FT

passed 1,000 for the first time.

Nevertheless, shares in Dublin, Lisbon, Paris and Zurich had enough momentum to record further closing highs, while the Frankfurt

market fell just short of Monday's peak.

Puma, the German sports-wear group, became the latest company to cite the economic problems of Asia as one of the reasons for a

profit warning. The trend is accelerating: Neil Cooper of NatWest Markets says that, on balance, earnings downgrades are now exceeding upgrades for European companies.

But he is still positive about the outlook for European stock markets, given that Asia's problems will lead to a fairly relaxed monetary policy across the Continent.

Ian Scott, European strategist at Lehman Brothers, says he is cautious on some of the main continental markets and expects returns to be modest this year.

"Valuations, particularly in Germany, are stretched

relative to bonds. We expect to see the Bundesbank tighten monetary policy this year and the D-Mark strengthen against the dollar. And, unlike in some countries, liquidity is not that supportive: the cash levels of German mutual funds are low by historical standards."

Lehman's favourite market in Europe is the UK, while on the Continent, Scott likes Switzerland because of the stable growth of the companies that dominate its index.

Traders will be keeping an eye on the Federal Reserve and the Bundesbank this week, on the off chance that

either central bank will defy expectations and raise interest rates.

The US non-farm payroll numbers on Friday will come after the Fed decision and so may not have as great a market impact as in the past. But Bob Craven of the Fixed Income Management Group in San Francisco thinks there is a risk the earnings component will breach the consensus forecast of 0.2 per cent month-on-month growth.

"After the 0.4 per cent and 0.6 per cent readings for October and November, December was up only 0.1 per cent. The market crowd is now complacent," he says.

## Dow retreats but techs trade higher

### AMERICAS

Wall Street was mixed at mid-session as blue chips retreated but many technology shares continued higher, writes John Labate in New York.

By 12.30 the Dow Jones Industrial Average was 8.47 weaker at 8,099.31. The market's more cautious mood stood in sharp contrast to the heavy trading on Monday that sent the blue-chip index more than 200 points higher, with the Dow closing above 8,000 for the first time in 1998.

The Standard & Poor's 500 index also edged lower losing less than one point at 1,000.51.

While large company shares pulled back, smaller shares moved ahead and the Russell 2,000 index climbed 1.82 to 436.24.

Technology shares were particularly strong and the Nasdaq composite index rose another 9.06 to 1,661.95.

Although some stocks that were the subject of takeover talk on Monday pulled back, speculation about new alliances continued to run through the market.

In the financial sector shares of Hembrecht & Quist, long considered a takeover target, were up by 3 1/4% to \$35 1/4.

Other news put the market under pressure. Shares of Oxford Health Plans were down more than 5 per cent or \$1 to \$16 1/4 on a report that doctors had filed suit against

the health care provider for the late payment of fees.

GTech Holdings, the lottery operating company whose chairman was found by a UK court to have tried to bribe a rival, dropped another 5 per cent or \$1 1/4 to \$27 1/4.

In the technology sector, Microsoft rose \$1 to \$155 1/4 after a judge ruled in the company's favour in one part of its continuing anti-trust lawsuit.

In earnings news, Sprint shares climbed \$ 1/4 to \$62 1/4 in spite of announcing quarterly net income that fell below expectations.

Whirlpool rose \$ 1/4 to \$58 1/4 after the appliance maker reported higher revenues and earnings.

TORONTO was weak at mid-session with the TSE-300 composite index falling 18.18 to 6,752.50 in volume of 44.4m shares.

Newbridge Networks tumbled \$38.25 to \$289.25 after the computer networking company took investors by surprise late on Monday with an estimate that third-quarter earnings would fall sharply.

The news brought a raft of downgrades from analysts who noted that earnings had proved disappointing in the previous two quarters of the year.

Biovall International jumped 90 cents to C\$4 after the US Food and Drug Administration approved the use of its medication for the treatment of angina.

## Profit-takers slow Zurich

### EUROPE

Shares in ZURICH extended their record-setting rally into a seventh straight session, but dealers said that the emergence of profit-taking suggested the pace of the advance was slowing. The SMF index finished 32.7 higher at 6,730.7, off a high of 6,744.3.

Pharmaceuticals remained at the centre of attention. Roche certificates rose SFr245 to SFr15,975 on rumours the company wanted to change its capital structure.

Novartis, which announced that its Exelon drug for the treatment of Alzheimer's disease had been recommended for approval by the European Medicines Evaluation Agency, rose SFr11 to SFr2,502.

UBS, which announced a higher dividend on 1997 results, fell SFr7 to SFr2,160 as its extraordinary shareholders meeting to approve

ended up 0.93 at 3,188.43. Industrials were mixed. Electrical equipment maker Schneider weakened on a Merrill Lynch downgrade and scepticism about its management succession plans. The shares slipped Ffr10.30 to Ffr343.90.

Investment certificates in Credit Lyonnais were a market, rising Ffr24.80 to Ffr318.40 following news reports that the bank would post profits of Ffr2bn for 1997 after Asian provisions of Ffr350m.

FRANKFURT was flat in late electronic trade, depressed by Wall Street's weak opening, and the Xetra Dax index edged 0.7 back from Monday's record high to close at 14,528.18.

Commerzbank, however, continued to move ahead climbing DM1.44 to DM67.35 in spite of provisional 1997 results that left many analysts unimpressed.

Puma, the sports equipment group, dropped DM3.50 to DM37.50 after the group admitted problems in Asia could have a larger impact on earnings than previously thought.

AMSTERDAM edged lower during a session marked by activity in companies reporting annual results. The AEX index finished 4.75 weaker at 960.48.

DSM, the chemicals group gave up F12 to F119.30 in spite of news that preliminary 1997 net profits had grown 20 per cent, at the upper end of estimates.

Analysts said the market had been disappointed the company had given no indication of the likely impact of Asia's troubles on its prospects for the current year.

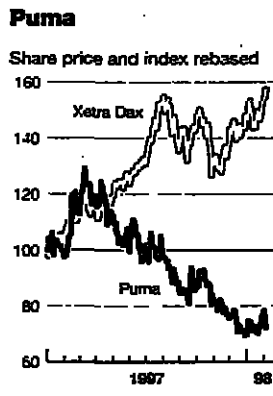
KLM lost F12.80 or 3.6 per cent to F168.70 as third-quarter results came in sharply below expectations, and in spite of assurances that the airline was still on track to book record operating and net profits for the full year.

MILAN closed near the day's lows as banking stocks

### FTSE Actuaries Share Indices

February 3	Index	Day's %	Change points	Yield %	Adj. %	Total return
National & Regional						
FTSE Europe 300	1079.47	+0.09	+0.81	2.12	0.44	1085.25
FTSE Europe 100	2463.14	+0.17	+4.28			
FTSE Europe 300 Regions						
300 UK	1032.45	+0.29	+3.18	2.96	0.63	1122.65
300 EA-NA	1061.71	-0.05	-0.55	1.63	0.33	1064.74
300 Europe	1036.88	-0.05	-0.54	1.85	0.50	1043.32
300 E-Centric	1195.02	+0.16	+1.78	2.31	0.59	1118.07
FTSE Europe 300 Economic Groups						
Resources	939.38	+0.59	+4.84	2.96	0.50	992.96
General Industries	975.95	+0.30	+2.94	1.99	0.12	978.42
Consumer Goods	1122.88	-0.20	-3.42	1.54	0.13	1135.15
Services	1023.10	+0.21	+2.10	2.28	1.00	1032.95
Utilities	1155.98	+0.14	+1.57	2.51	1.84	1171.73
Pharmaceuticals	1167.88	+0.00	-0.04	2.04	0.14	1174.65

Source: Datastream/FT. More information on the FTSE Actuaries Share Indices is available on the FTSE website at [www.ftse.com](http://www.ftse.com). FTSE and Actuaries are registered trademarks of the London Stock Exchange and the Financial Times. "Share" is a registered trademark of the London Stock Exchange. FTSE Actuaries Share Indices are compiled by FTSE International. © FTSE International Limited 1998. All rights reserved.



Source: Datastream/FT

## Mexico City edges up

MEXICO CITY reversed early profit-taking to rise in late morning trade as investors picked up bargains.

The IPC index rose 63.4 or 1.35 per cent to 4,736.49.

SANTIAGO slipped at mid-session on selective profit-taking after two consecutive sessions of gains. The IPSA index fell 0.7 per cent to

91.68. Traders said the fall was to be expected after the strong rises on Monday and Friday. Strong trading interest continued in Enersis.

The electricity holding group rose 0.8 per cent to 247 pesos.

SAO PAULO edged higher in early trade with the Bovespa index up 64 or 0.64 per cent at 10,037.

## South Africa pulls back

The recent strong run in financial stocks prompted profit-taking in the sector in Johannesburg while a falling bullion price also left gold shares down 3 per cent.

The overall index lost 75.3

at 6,569.4, industrials slipped 64.7 to 7,716.9 and financials dipped 171.3 to 11,139.1. The gold index lost 26.2 to 860.6.

Gold Fields rose 50 cents to R33.50.

## Jakarta falls back after surge

### ASIA PACIFIC

Waves of profit-taking pulled JAKARTA back after Monday's 14 per cent surge and the composite index closed 17.32 or 3.1 per cent lower at 536.79 in heavy turnover estimated at Rp773bn.

Consumer stocks were among the day's biggest losers. Gudang Garam, the tobacco group, lost Rp3.275 to Rp12,825 while Mayora, the confectionery company, fell Rp75 to Rp425.

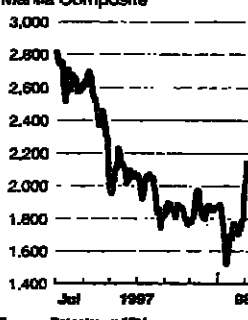
MANILA lost 2.8 per cent as investors took profits after six straight sessions of gains during which the market advanced more than 22 per cent. The composite index finished 59.82 lower at 2,085.88.

Blue chips which had led the rally were among the day's biggest losers. PLDT lost 35 pesos to 1,076 pesos. TOKYO remained becalmed, in spite of the activity in the rest of Asia and on Wall Street, writes Paul Abraham.

The market continued to be supported by hopes that a meaningful economic package will be unveiled on February 20, just before a G7 meeting, which might

### Philippines

Manila Composite



Source: Datastream/FT

include measures to underpin the banks' capital base, and a revaluation of their land holdings.

The Nikkei 225 index rose just 246.16 or 1.5 per cent to 17,022.98 in low volume of 464m shares. At one stage the index reached 17,144.06, but analysts said selling at this level provided a cap.

At its low for the day, the index stood at 16,903.50. The Nikkei 300 gained 3.12 or 1.2 per cent to 254.36. The Topix index of all shares in the first session rose 17.31 or 1.4 per cent to 1,279.40.

The momentum was up, with 995 shares advancing.

20% down and 100 unchanged.

The steel sector, badly battered by the recession, was the day's best performer, up 3.9 per cent on hopes of increases in government spending on infrastructure.

Electric wire and cable manufacturers also benefited from calls in the ruling Liberal Democratic party for increases in multimedia spending, and in particular the creation of a nationwide fibre-optic network. Fujikura rose Y32 to Y975.

DDI, the telecom service provider, which has lost more than 90 per cent of its value in the past six months, fell again Y18,000 or 4.5 per cent to Y380,000. Late last month the company announced a profits warning, blaming acute price competition.

In Osaka, the OSE index rose 286 points to 16,965. SEOUL closed below its best levels after profit-taking erased much of an early rise which followed news that Fitch IBCA, an international rating agency, had upgraded

South Korea's long-term foreign currency rating. Reports that president-elect Kim Dae-jung would allow

hostile mergers and acquisitions by foreigners added fuel to the early rally.

The composite stock index ended 6.53 better at 550.21, off an intraday high of 564.13 in heavy volume of 104.6m shares.

TAIPEI added to Monday's 4 per cent rise with another of 1.3 per cent, largely in response to Wall Street's overnight advance. The weighted index rose 109.07 to 8,514.18.

HONG KONG's blue chips ran into profit-taking, but China-backed red chips and H shares continued to power ahead. The Hang Seng index finished 53.09 lower at 10,525.51, down from a low of 10,387.88.

Red chips, however, surged 10.3 per cent higher while H shares were marked up 5.8 per cent.

Logic International, an office furniture distributor, said it was not aware of any reason for a 31.4 per cent rise in its shares to 28 cents.

SYDNEY was unsettled by worries over the coming half-year reporting season and the impact of the Asian crisis on earnings. The All-Ordinaries index fell 15.7 to 2,654.4.

### EMERGING MARKET FOCUS

## Kuala Lumpur plays catch-up

Malaysian shares recorded their largest-ever one-day gain yesterday, soaring by 23 per cent as Kuala Lumpur returned from its week-long holiday determined to catch up after neighbouring markets rallied sharply at the start of the week.

Buoyed by reports of foreign money returning to the Asian region, local investors went on a buying spree, picking up the largest stocks in the hope of catching the rebound. A stronger ringgit also helped sentiment.

The composite index advanced 131.8 to 701.31, its highest closing level since November 7. Volumes were similarly impressive at 407m shares.

The picture was not uniformly rosy, however. This week's rally in Asian share prices has been driven, in the main, by evidence of US buying in markets that had hitherto seen little foreign interest. But in Kuala Lumpur, observers detected few signs of any significant foreign buying.

OSLO ended marginally lower after poor results from telecoms equipment supplier Nera, which stirred worries about the impact of Asia's crisis on Norwegian blue chips. The Total index fell 1.17 to 1,250.42.

Nera's shares lost Nkr7.20 or 19 per cent to Nkr30.70 after profits fell 2 per cent against hopes of a rise.

The group's warning that lower Asian growth would affect demand for its products hit engineering group Kvaerner, which lost Nkr7 to Nkr308 on worries about prospects for its sizeable Asian activities.

MOSCOW fell 3 per cent as profit-takers moved to lock in recent gains. The RTS index closed 9.3 lower at 291.31.

Traders said the outlook for the market remained bearish due to ongoing investor concerns about the outlook for the ruble.

STOCKHOLM ended lower, hit by retreating drug stocks and heavy losses at airbag maker Autoliv. The general index fell 7.57 to 3,071.2.

Drug stocks fell back after posting strong gains on Monday, with market heavyweight Astra ending SKr3.50 lower at SKr153.50, while Pharmacia & Upjohn lost SKr16.50 to SKr307.

Autoliv tumbled SKr21 or nearly 8 per cent to SKr254 after the company's results revealed growth had mainly come from its seatbelt activities rather than in airbags.

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Drug stocks fell back after posting strong gains on Monday, with market heavyweight Astra ending SKr3.50 lower at SKr153.50, while Pharmacia & Upjohn lost SKr16.50 to SKr307.

Autoliv tumbled SKr21 or nearly 8 per cent to SKr254 after the company's results revealed growth had mainly come from its seatbelt activities rather than in airbags.

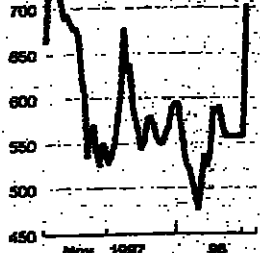
OSLO ended marginally lower after poor results from telecoms equipment supplier Nera, which stirred worries about the impact of Asia's crisis on Norwegian blue chips. The Total index fell 1.17 to 1,250.42.

Nera's shares lost Nkr7.20 or 19 per cent to Nkr30.70 after profits fell 2 per cent against hopes of a rise.

The group's warning that lower Asian growth would affect demand for its products hit engineering group Kvaerner, which lost Nkr7 to Nkr308 on worries about prospects for its sizeable Asian activities.

Malaysia

KLSE Composite



Source: Datastream/FT

terday's rise, while real estate prices are crumbling. Business properties in Malaysia's main business centres, Kuala Lumpur and Johore, are reportedly selling at 40 per cent below last year's values.

Maybank, Malaysia's largest bank, gave some inkling of the pain such conditions are causing when it revealed a 29 per cent fall in profits for the six months to December. However, in yesterday's ebullient environment, the shares still gained MS2.70 to MS11.90.

Malaysia's ability to avoid the severe credit crunch experienced by its neighbours reflects the government's willingness to interfere in the markets rather than the economy's underlying health.

One tactic has been a deliberate policy of low interest rates. At around 10 per cent, these are way below the levels set by other countries in the region. Indeed, they are so low that Singaporean banks - traditionally players in the Malaysian money markets because of the higher yields - have now effectively withdrawn.

"When interest rates go up, as they have to, things will become very difficult for the local banks," said Mr Shah.

In the past year, the stock market has fallen by 42 per cent in local currency terms, even after yesterday's rise.

Malaysia's debt problems are unlike those of its neighbours in that they are primarily in local currency rather than dollar-denominated. However, there is still a massive domestic debt overhang - equivalent to nearly twice gross domestic product.

Mr Shah said around 10 per cent of this is linked to stock market activities and secured against the value of share portfolios. Around 35 per cent is invested in property.

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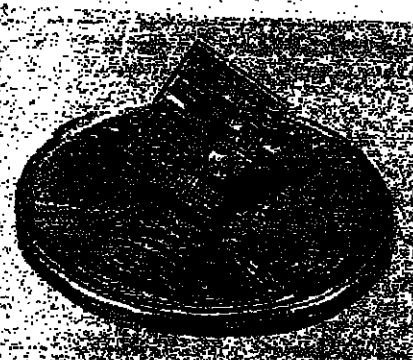
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The month's main focus  
The semiconductor  
industry: 50 years of  
technological miracles

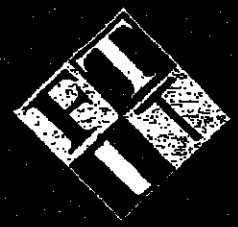
## FINANCIAL TIMES REVIEW



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# Information Technology

Wednesday February 4 1998

The vast amount of data on the information superhighway is causing concern about the 'Big Brother' age in which we live, reports Paul Taylor

## Fears rise over personal privacy

**F**ifty years ago, Justice Louis Brandeis, a US Supreme Court judge, described privacy as "the right to be left alone - the most comprehensive of rights, and the right most valued by a free people."

But in recent years, the rapid commercialisation of the Internet and the exploitation of other technologies such as 'data mining' have focused new attention on personal privacy and sparked an active debate on both sides of the Atlantic about the 'big brother' age we are living in.

Among the participants, Alan Greenspan, Federal Reserve Board chairman, expressed his concerns during a speech on privacy and electronic payment systems last year. Mr Greenspan noted the need for policies that "avoid the risk of a gradual, long-term erosion of privacy."

High profile cases such as the recent dismissal of a US Navy sailor after America Online turned over confidential information to a Navy investigator - a move which forced AOL to admit that it violated its own internal privacy policy and led a ruling from the courts last week that the Navy must reinstate the man - have catapulted the issue into the headlines.

The debate on privacy could have far-reaching consequences for both individuals and companies, involves the tangled moral and economic issues surrounding the collection and transfer of information gleaned from consumers by commercial organisations, governments and others.

This information can be collected from online sources, at a supermarket checkout counters, through loyalty card programmes and other sources. However, it is the implications of the Internet for privacy which has ignited most passion.

Indeed, some campaigners have grown so concerned about the sheer volume of data that is now collected about individuals over the Internet - much of it available at a price to others - that

they are now calling for new a tougher legislation to control the activities of modern-day marketers.

One bill now before the US Congress - the Consumer Internet Privacy Protection Act of 1997 - would require written consent before a computer service disclosed a subscriber's personal information to a third party and would allow consumers to access and correct information.

Meanwhile, the Federal Trade Commission's decision to side-step legislation and endorse, instead, US industry guidelines governing the operations of so-called 'look-up' computerised databases which disseminate personal information for a fee, has caused a storm of protest from organisations such as the Electronic Privacy Information Center (EPIC), a Washington-based public pressure group.

Announcing the decision in December, Robert Pitofsky, FTC chairman, said "consumers have been justifiably concerned about the extent to which their personal information has become publicly available."

But he added: "The information industry's innovative and far-reaching, self-regulatory programme will go a long way to address these concerns and lessen the risk that these services will be misused."

EPIC, however, protests that the industry guidelines - which will restrict for example the disclosure of information such as Social Security numbers, mother's maiden name, birth date, credit history, financial history, medical records or similar information, "lacks enforcement and provides no legal rights for aggrieved parties."

Meanwhile, in Europe, member-states must implement the EU Data Protection directive by October 24 and several Asian countries, including Japan, are set to adopt the EU Directive's tough but cumbersome privacy standards.

The directive which seeks to harmonise privacy legislation in

Europe lays down rules on issues such as database registration and rights of access. "We have been strong supporters of the directive," says Tom Robb, group director of Equifax, one of the industry leaders in the provision of customer credit checks. Equifax holds 300m consumer credit profiles worldwide and processes 2,000 consumer names for lenders every second.

Once implemented, the EU directive will strengthen existing legislation in many European countries, including Britain. Among its provisions, companies with an international presence must ensure that personal information on the Internet is processed fairly and lawfully, collected and processed for specified, explicit, legitimate purposes, is accurate and current and is not kept any longer than necessary to fulfil the stated purpose.

**U**ser's information privacy rights include a right to access, right of correction, erasure or blocking of information, the right to object to usage, right to oppose automated individual decisions and rights to judicial remedy and compensation.

But even ahead of implementation, Mr Robb acknowledges that many individuals are probably unaware of what data is currently held on them, or how to gain access to it.

There is, however, no doubt that concern about online privacy is growing. For example, a recent survey of the world wide web conducted by the Graphic Visualisation & Usability Center revealed that privacy has now become the most important issue

facing the Internet ahead of censorship and navigation.

The same study reveals that 72 per cent of 'Net users believe there should be new laws to protect privacy on the Internet and that an overwhelming 82 per cent of users object to the sale of personal information.

It is the ability of website operators to track users' activities and match their findings with personal information gathered from registration forms that is of particular concern to many Internet users. Last summer, EPIC, which advocates government regulation of privacy standards, released a survey of 100 popular websites which found nearly half collected personal information from users.

Only eight gave users any control over how that information could be disseminated, and 23 use automated 'cookies' - small software programmes that plant information on a personal computer hard disk - to tag users so that they can be identified if they returned to the sites.

But while many users favour tougher legislation to protect online privacy, software developers and website operators are generally opposed to laws or regulations that might put a crimp in their activities. Instead, they favour self-regulation.

Microsoft and Netscape Communications, the leading providers of Internet browser software, have both proposed technology solutions that would give web users greater control over the personal information they share - the latest versions of both company's software include a number of options for handling cookies.

Another layer of consumer protection may come from TRUSTe, a new industry group that aims to foster user-trust and confidence in the Internet, and create a recognised seal of approval for websites. Only sites committed to strict privacy guidelines would be entitled to use the seal.

Among its services, TRUSTe also publishes "tips for protecting your privacy online."

These include:

- Look for the Truste logo. Clicking on it will display the site's privacy policy.
- Be aware that when you provide your name and/or messages to others online, they will probably be able to find out how to communicate with you.
- Check whether the site has an 'opt-out' policy which allows you to prevent further solicitation or sharing of information with third parties.
- If they don't already have one, ask your favourite sites to post easy-to-find statements of their privacy policy.
- Guard your password, change it often and never give it to anyone who asks for it online.
- Tell children never to give out their name or other personal information without your permission.
- Investigate software tools such as 'anonymisers' and 'cookie-cutters' that provide an additional layer of privacy protection. Consider encrypting e-mail.
- Report privacy violations and misuse of trust-marks to TRUSTe or the appropriate authorities.

Proponents of self-policing approaches towards privacy argue that they are good for business and for the Internet. TRUSTe points to a study by the

Boston Consulting Group which found that electronic commerce would grow twice as fast if consumers' fears about Internet privacy were erased.

One problem is that the bulk of revenues being generated by most websites come from advertising, rather than selling. While businesses offering goods and services to consumers over the Internet may want to adhere to privacy guidelines, their advertisers are equally determined to gather as much information as possible about individual users.

Organisations such as Forrester Research, the US-based technology consultancy, argue that "a privacy time-bomb is ticking", and that leading companies "will need to adopt consensual marketing to survive."

**I**n a survey of consumers about their privacy, Forrester notes that "a string of high-profile marketing debacles has thrust personal privacy into the spotlight."

The report adds: "The Internet gives marketers a unique and somewhat frightening power - the ability to collect data surreptitiously and impersonally, distribute previously inaccessible data worldwide, and link new data with old data."

The Forrester report reaches three main conclusions:

- First, it notes that people dislike telemarketers and fear losing control of privacy. Online, users hate junk e-mail, and steer away from data-gathering sites. They also worry about child exploitation.
- Second, new technologies will not solve the problem. By the end of the decade, tools such

as filters, agents, profilers and anonymisers will be used by only 7m people, only 10 per cent of Internet users. "The masses will suffer repeated invasions of privacy until an acute event triggers an explosion," warn the analysts.

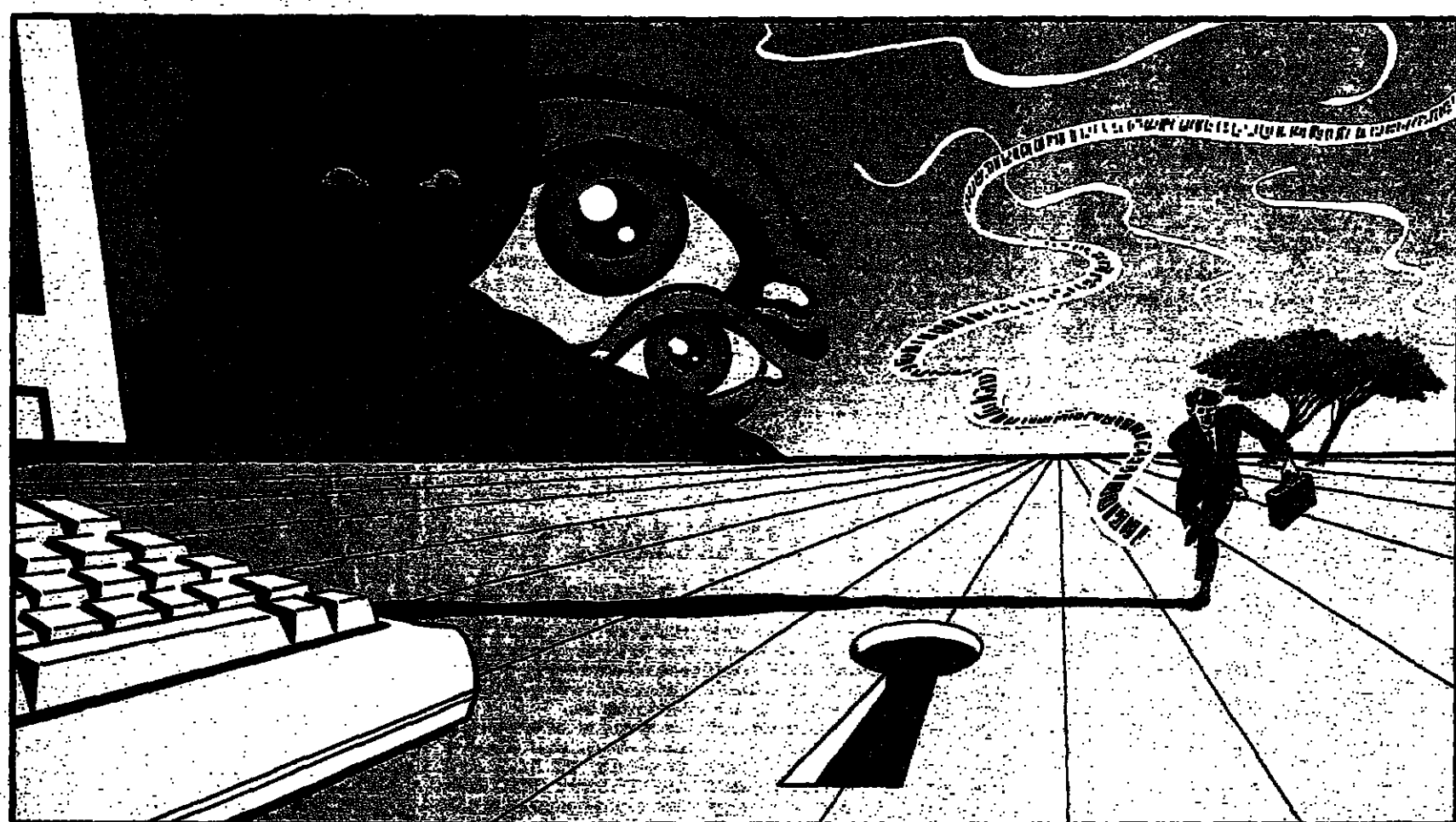
- Third, leaders will adopt consensual marketing to survive. "Intrusive 'in-your-face' methods will give way to *quid pro quo* deals that provide value to consumers who share information with respectful marketers."

In much the same way that most loyalty schemes reward users with points or discounts in return for both their custom and - most importantly - the information which users knowingly supply when they apply and implicitly provide each time they use a loyalty card.

Predictably, however, not everyone agrees. For example, Ms Solveig Singleton, director of information studies at the Washington-based Cato Institute, argues strongly that "mandatory opt-in" schemes in particular would "conflict with our tradition of free speech and do real economic harm."

Ms Singleton also warns that "privacy concerns should focus on government, not on private data... we have little to fear from private collection and transfer of consumer information," she says. "Our attention should shift to threats from government databases." And she argues passionately that regulating the collection of consumer information "would hurt small and new businesses."

The next FT-IT Review on February 25 will focus on enterprise computing: see details on page 7.

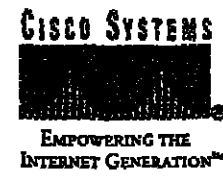


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## 2

### NEWS UPDATE

# Launch of Windows 98 is still on track

Microsoft is set to launch its new operating system Windows 98 including its Internet Explorer browser in the second quarter. It appears undaunted by the continuing legal action against it by the US Justice Department.

The case reached a partial settlement last month when Microsoft agreed to allow personal computer manufacturers the option of installing Windows 95 without the icon which is used to gain access to the browser and with some of the browser files removed.

This compromise ends the action for alleged contempt of court. But the Justice Department's main case that Microsoft violated a 1995 consent decree intended to loosen its grip on the market has still to be resolved. A district court has launched an inquiry into Microsoft's alleged violation of the

decree which is due to be concluded in May.

That decree prohibited Microsoft from compelling PC manufacturers to licence "other products" with Windows 95, but permitted it to develop "integrated" software products.

Microsoft says it intends to go ahead with the launch of Windows 98 because the court case does not involve the new product. The company had earlier denied it was flouting a preliminary injunction by the district court to stop forcing personal computer manufacturers to install its Internet Explorer browser with Windows 95.

It had told PC manufacturers that they could choose between a current version of Windows 95 with Internet Explorer removed and an older version of the operating system, which the gov-

ernment called "commercially worthless".

Microsoft still intends to appeal against the injunction. That appeal is scheduled for April.

Responding to the injunction, the company argued that Explorer was an integral part of Windows 95 and that to remove it would disable the system - though it conceded it would not be difficult to do. In a caustic reaction to the charge, Microsoft said the Justice Department's proposal showed that its "poorly informed lawyers have no vocation for software design."

The Justice Department contends that Microsoft's bundling terms are intended to stifle competition from rival browser developers such as Netscape.

Netscape was the leader in this field, which is generally seen as the key to dominat-

ing the Internet and thus the electronic commerce of the future. But it seems that Microsoft's greatly superior marketing strength is now crushing Netscape, which recently issued a profit warning. Its revenue growth has slumped from 50 per cent to 10 per cent and it faces losses of around \$8m. Its shares fell heavily on the announcement and it is doubtful whether it can continue to compete without a strong business partner.

For Microsoft, the third largest company in the world by market capitalisation in the latest FT 500 listing, it is important that Netscape survives as a credible competitor. Its demise would strengthen the case supported by a growing number of companies that Microsoft operates an unfair monopoly. It could even provoke calls for splitting up Micro-



Bill Gates, Microsoft chairman: the US Justice Department contends that the company's software 'bundling terms' are intended to stifle competition from rival browser developers such as Netscape

soft, as happened to AT&T. The case has contributed to a sharp swing in public opinion against the company, compounded by the heavy-handed statements of its legal advisers and concurrent inquiries into its operations by several US states, the European Commission and the Japanese government.

## THE DIGITAL SALE

# Compaq's \$9.6bn deal puts pressure on IBM

The plan by Compaq Computer, the US personal computer market leader, to buy Digital Equipment for \$9.6bn - a record-breaking acquisition which will put Compaq on a par with Fujitsu and Hewlett-Packard in size - increases the pressure on IBM, the world's largest computer company.

Combined Compaq/Digital income will be around \$34.6bn, compared to IBM's \$75.9bn, Fujitsu's \$39.9bn and HP's \$38.4bn.

Analysts said the price that Compaq was paying was very high, but the

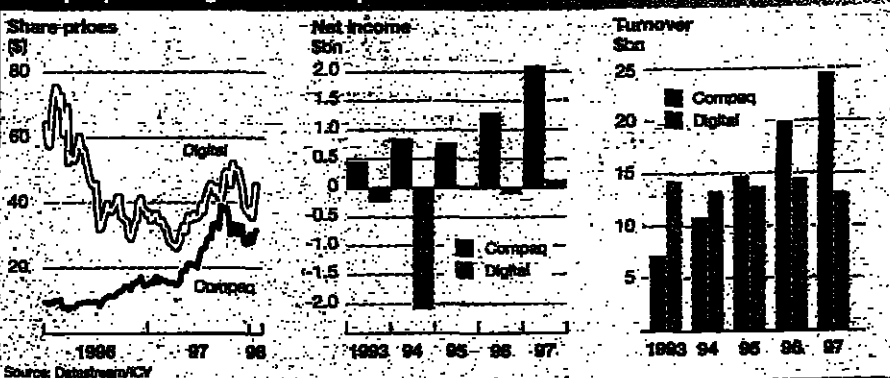
acquisition serves Compaq's purpose of aiming to become one of the top three in the industry. The deal is the biggest-ever in the global IT industry. It will help to strengthen Compaq's position in the corporate computing market, following its purchase of Tandem, the fault-tolerant server manufacturer, last year. But rationalising these diverse businesses will test the management skills of the US personal computer maker to the full.

Perhaps the biggest winner from the takeover will

be Microsoft, since Compaq, one of Microsoft's closest allies, will now be able to promote Microsoft's software products to Digital's large minicomputer customer base worldwide. Digital, formerly a supporter of the Unix operating system, had swung in favour of Microsoft's Windows NT competitive product.

Digital's future as an independent company had begun to look doubtful since it agreed to hand over to Intel, its main competitor in the chip market, the production rights to its Alpha chip.

## Compaq and Digital: a comparison of fortunes



## ASIAN DOWNTURN

# Turmoil for the IT industry

Investment in the west by Asian semiconductor producers is being cut back

The south-east Asian financial crisis is creating turmoil in the global information technology industry. Sharp devaluation of Asian currencies and share prices is reducing the ability of Asian companies to import from western producers, but could make those countries more attractive to western investors.

At the same time, it will make Asian goods more competitive in western mar-

kets and reduce the cost of imported components. Growth prospects in south-east Asia for western IT producers have receded. IBM said its first quarter earnings would be below expectations, partly due to the Asian situation.

Oracle also warned its earnings would be down. Digital Equipment (being acquired by Compaq Computer in a record-breaking \$9.6bn deal) said its Asian sales were down 16 per cent in dollars in the fourth quarter of last year.

Ericsson said its growth in the region slowed in the same quarter. Meanwhile, forecasts for Motorola's earnings have been reduced.

Slower growth in China could damage western exporters. However, the world's leading semiconductor manufacturer, Intel, reported that higher fourth quarter sales in China had offset a fall in Japan and South Korea.

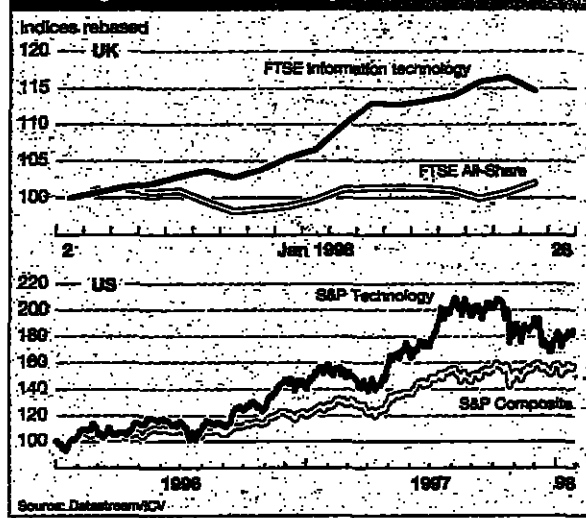
Western producers are being hit by falling prices of Asian competitors. Dell reacted with price cuts of up to 15 per cent. Seagate cited price cuts by Asian competitors as contributing to its reduced profits.

Cheaper South Korean memory chips could cause a collapse in global prices; Japanese chip makers have been cutting production because of falling prices.

Inward investment in the west by Asian producers is being cut back. South Korean conglomerates Samsung and LG are delaying developments and reducing spending worldwide.

Looking on the bright side, Mark Phelps, head of global investment for fund manager Dresdner RCM, says that a boost to sales in the west through lower prices could outweigh a slowdown in the still much smaller south-east Asian market. This is confirmed by Microsoft's results: though it said the outlook was 'clouded' by Asia, earnings rose because the fall-off in Asia was more than offset by stronger US sales.

## How high tech sectors outperform



## STOCKMARKET

# Quandary over new IT index

The London Stock Exchange's decision to create a separate sector for information technology stocks has been fraught with problems. The idea was to draw fund managers' attention to undervalued UK stocks, especially in software and services, previously classed with many dissimilar businesses under "support services".

But by calling it an IT index FTSE International, the joint Financial Times and Stock Exchange company, raised the question of whether hardware manufacturers and others should be included.

When prices of leading shares to be included in the index from next January, such as Sema, Misy, Sage, CMG and Logica, shot up - some of them by more than 15 per cent in just five weeks - several companies which had been omitted began to lobby for a re-assessment.

Some appear to have been left out purely because a part of their operations did not involve IT: these include recruitment agencies such as CRT and Lorien, the consultancy, Capita, and retail software developer, Riva. Others such as Psion, the handheld computer manufacturer, and Video Logic, the chip designer, were apparently left out because although they were wholly involved in IT they were not in software or services.

The list of companies to be included in the index was chosen by FTSE International after strong lobbying by the UK Computing Services and Software Association (CSSA). Industry ana-

lyst Richard Holway, who was one of the principal advocates of the re-categorisation, argued that the index was designed to include only software and services, not hardware manufacturers, which often had a much less stable performance.

Even without the hardware companies, the index could turn out to be erratic. The top five companies make up 64 per cent of the weighted index and their fortunes will therefore govern its movements. As Mr Holway notes, "If one of them sneezes the index could catch pneumonia".

FTSE International says it is open to any company to apply for admission to the index and it will consider any submissions made by mid-February at its committee meeting on March 2. Only 27 companies are due to be included in the index. Although FTSE International classifies 88 companies in the sector, many of these are regarded as too small by market capitalisation to justify a place in the index.

It is due to be launched at the beginning of next year provided the sector as a whole grows as expected to reach a collective market capitalisation equivalent to 1 per cent of the whole market.

If the index is successful and if companies think they will win a more favourable rating on it than in the past, one result could be that more British and part-British companies choose to float in London rather than on the competitive markets of Nasdaq and Easdaq.

## NEWS IN BRIEF

# Apple moves back into profit

Apple Computer has surprised the industry by returning to profit after more than a year of losses. The company earned \$47m in the past quarter on revenue of \$1.5bn. Cost-cutting and new models launched in November contributed to the recovery.

Analysts had expected losses to continue and some experts thought the company's downward slide had become irreversible. Apple's shares rose 20 per cent as a result of the news.

Steve Jobs, the co-founder of the once market-leading personal computer manufacturer, returned as interim chief executive last year to try to turn the company around.

Apple's misfortunes stem from its loss of technological leadership to Microsoft which took over the idea of windowing and popularised it worldwide. As a result, Apple has steadily lost market share.

Mr Jobs announced last year that Microsoft would invest \$150m in the company to ensure its survival. The news was greeted with horror by long-term Apple enthusiasts, but the market reacted with cautious optimism, which now looks as if it could have been justified.

# Governments told to take action on year 2000 problem

The governments of the US, Canada and the UK have been told by a group of multinational companies, academics and trade union leaders that urgent action is needed to avert calamity arising from the year 2000 date problem. They say governments must intervene to ensure the continuity of public services.

In the US, the Securities and Exchange Commission has called on companies to inform their investors about plans to tackle the problem. A survey by the UK's Computing Services and Software Association among 1,000 UK organisations found that 77 per cent had not yet made arrangements for the people they will need to do the work.

The UK government's Action 2000 taskforce launched its Million Bug campaign by setting up a hotline (0845-601-2000) and a website (<http://www.open.gov.uk/sup2000.html>).

Warning to company directors to take swift action, see guest column by Ian Taylor, MIP, on page 15.

# 'No role' for the NC

Network computers may not find a role in corporate computing, according to a survey conducted by Benchmark Research for Compaq Computer. This was, of course, exactly what Compaq wanted to hear, although it is insisted that the survey was wholly impartial.

Three-quarters of the IT directors questioned foresaw that personal computers, the technology in which Compaq leads the world, will remain the mainstay of the corporate computer department and not be displaced by slimmer, cheaper models getting their data from servers across a network.

"About half did not believe that NCs would reduce their operating costs significantly, as the supporters of the concept including Oracle and Sun Microsystems have argued. However, the respondents were looking only two years ahead and there are some signs that a few leading companies are already going in that direction."

IBM has recently signed a deal with the UK insurance company, General Accident, for 4,000 NCs, claimed as the largest such contract in Europe to date. Last year, Safeway, the supermarket chain, announced an intention to move to NCs as part of its long-term strategy.

# Microsoft moves ahead in battle of the browsers

Microsoft's campaign to win the 'battle of the browsers' according to the European surveys conducted by Inteco, the London-based researcher.

The two surveys conducted in April and October last year among 7,000 and 5,000 web users respectively in France, Germany and the UK, show a sharp swing in favour of Microsoft's Internet Explorer.

In April Netscape Navigator users outnumbered those using Internet Explorer in France (54 per cent) and the UK (56 per cent) although in Germany, Internet Explorer edged Navigator out with a 51 per cent share.

By October, however, 65 per cent of users in France, 60 per cent in Germany and 59 per cent in the UK were using the Microsoft software.

# Anderson Consulting fights to split

Anderson Consulting, the management and IT services business, is fighting to split its IT services and consulting divisions. The company is seeking to raise £1.5bn to fund the split, which would create two separate public companies.

George Black, e-mail address: gbg26@btinternet.com

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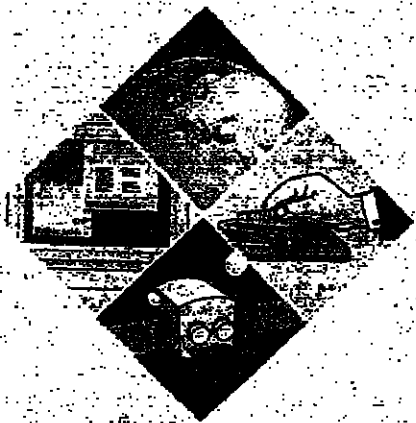
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## IT diary dates

- February 10: Securing your IT skills base for the year 2000 and beyond. London seminar; details from Unicom, tel: 01895-25484.
- February 17-18: Integrated Communications 98 and Smartcard 98, Olympia 2, London; exhibition and seminars; details on tel: 01895-454545.
- February 20: Global Mobile Commerce Forum, Cannes, France; seminars, tel: 01895-453210.
- February 25-27: Internet Service Provision 98, RAI Centre, Amsterdam, Netherlands; conference, exhibition and workshops; tel: First
- Conferences on 0171-404-7722.
- March 3: IDC Directions '98, Boston, US; call IDC on 001-608-872-8200; also in San Francisco on March 19.
- March 19-25: CeBIT '98, Hannover, Germany; vast international trade fair; call Deutsche Messe on (49) 0511-890; or, in the UK on 0181 688 9541; CeBIT Home, the international trade fair for home and consumer electronics, will take place on August 26-30.
- March 24-28: Internet Commerce Expo, World Trade Centre, Boston, US; exhibition; call IDC on 001-608-820-8675.



مكثمن النضال



### The FT Review of Information Technology

This review is published on the first Wednesday of the month. In addition, a weekly FT-IT news and feature page appears on each of the other Wednesdays of the month. The IT Appointments page is published on Wednesdays.

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Editorial inquiries: see details of the FT-IT fax-u-back service, page 8.

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# The man who invented Java

James Gosling has been described as one of the most brilliant software developers of the age. He is interviewed here by Paul Taylor

By his own admission, James Gosling, the Canadian-born creator of the Java programming language, was the quintessential high school nerd.

He was introduced to computers when he was 14 and by the time he was 15 he had begun to earn money, writing software. "I sort of stumbled into computers really and I have never really fallen out of love with them," he says, although he insists he has never really enjoyed playing games.

"My first paying job was for a bunch of physicists who needed software written for not very much money." The job was writing the software to run experiments on board an international satellite called Isis.

After graduating from the University of Calgary, he spent five-and-a-half years at Carnegie Mellon in the US studying for his PhD degree. One of the first systems he became known for was a Unix text editor called Emacs which is still in use today, 20 years later. "I got to a point in my grad school career where it was clear that I had a choice between graduating and dedicating my life to the care and feeding of Emacs. I decided to graduate, instead."

After Carnegie Mellon he was hired by International Business Machines where he worked on the PCRT project. Although Mr Gosling says IBM's laboratories had "absolutely stunning facilities" he soon became frustrated. "After a year and a half of watching what was essentially a really sick comedy show, I decided that I didn't understand the difference between technology and politics so I joined Sun Microsystems in 1983 and have been hanging around Sun ever since."

Long before Java, Mr Gosling says he had been thinking about alternative operating systems and alternative languages. "Languages

are really interesting tools for general solutions to all kinds of very interesting problems, and a lot of the more interesting ones are those which are very specialised for particular situations."

"I think, in general, language as a concept is something that is under-appreciated. Most people speak and listen and don't really think much about the power involved in it. Languages in any form whether they are spoken languages, visual languages, musical languages or whatever are important."

However, his first project at Sun a windows system called NeWS was, he now acknowledges, "a complete disaster for Sun", and a second project fizzled out. "A group of us were getting kind of depressed about life, the universe and everything so we got together and started this project which became known as the 'Green project'," he recalls.

"The original charter was to go off and think about the next wave of computing." Pretty quickly, the team focused on the consumer electronics industry. "There were already microprocessors in doorknobs," he says, "but by-and-large the people that were building them weren't very smart about how you build hardware and software. As we talked to them, it was like going back in time. But, on the other hand, there were a lot of things from that community that were really enlightened because they had spent a lot of time thinking about what it is like putting a device in somebody's home."

So the team began exploring how the computing and consumer electronics industries could learn from each other. "What we decided to do was to build a prototype remote control home network system for controlling TVs and VCRs. We cobbled



together the world's best remote control," he says, beaming.

"We coined a technique we called 'hammer technology' we would take something, hammer them apart, grab the bits and pieces out of them, then hammer them together." The remote control included a SparcStation chip, a screen from a Sharp television set, connectors from a Sony Walkman, speakers from a Nintendo GameBoy and radio networking from "a weird military modem".

Mr Gosling himself was involved mostly in the software. "We started building it using the standard software tools," he says, "but the tools we were using just weren't working. It was one of these places where languages came to the rescue. So I went off into a corner and I built this compiler and programming

language that eventually turned into Java."

"Java was really shaped by this experience of building this handheld 'remote'." The Sun researcher says the team's design objectives were "a kind of a laundry list which included things like being reliable." Gosling notes that when consumer electronics companies have to choose between backward compatibility and reliability "reliability always comes out on top, whereas the computer industry tradition is that compatibility is king."

"The really insidious thing about compatibility at this level is that it freezes you in to yesterday's technology," he says. Another big

issue for software developers is what microprocessor or central processing unit to write for. "In the computer business there were two, maybe three, CPUs that people were really targeting. You have to target a particular CPU and every CPU you target partitions the market."

However, what Gosling recognised is that all CPUs use machine language. "This defines a kind of coupling between applications and the CPU which is very detailed and it stops applications written for one machine running on another machine," he explains.

"This tight coupling causes the CPU technology to partition the market for software and that is one of the things that forces the dominance of any one CPU."

Continued on page 5

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4

## THE SEMICONDUCTOR INDUSTRY: Market overview

THE SEMICONDUCTOR REVOLUTION • By Paul Taylor

# FT

## OT

## Prospects for the world semiconductor industry

Here and on the following eight pages, FT writers examine developments in the semiconductor industry.

## In this section:

Chip production: Geoffrey Naim highlights developments over the past 50 years: **Page 5**

Fabrication plants: costs soar to record levels; the future of chip production: **Page 6**

Market segments: microprocessors and D-Ram chips: **Page 7**

Digital signal processors; customised chips; and chip design tools: **Page 8**

Producers break new barriers; profile of Intel, the Silicon Valley powerhouse: **Page 9**

Asian markets: nervous year ahead for Japanese producers; Taiwan's chip foundries; prospects for European producers: **Page 10**

Producer profile: National Semiconductor; new applications for chips: **Pages 11 and 12**

# An industry unique in history

To see a world in a grain of sand,  
And a heaven in a wild flower:  
Hold infinity in the palm of your  
hand, and eternity in an hour

— William Blake

From cameras to cars and from computers to communications, the world today is powered by semiconductor chips made out of silicon — and companies such as Intel, NEC, Motorola, Texas Instruments and Toshiba, the five biggest chip-makers, are among the most exciting and dynamic on earth.

Virtually no part of modern life has been left untouched by the semiconductor revolution. Indeed, it is estimated that on an average day, a typical American interacts with more than 300 micro-controllers.

Semiconductors have revolutionised the home, the office, industry, the transport network, medical science and more," notes the Global Semiconductor Market Report, published last month by *Electronic Times*.

"Common everyday home appliances are becoming 'smart'. Semiconductors are invading every aspect of our lives."

And yet, notes the report, "with a plethora of technological projects still in the pipeline, this semiconductor revolution has only just begun."

Even in the industrialised markets of North America, Japan and western Europe, the majority of households does not own a PC, or pos-

sess a cellular telephone. "It is the combination of industrialised markets forging ahead in applying semiconductors to an ever-broadening portfolio of applications, with the developing markets promoting mainstream devices such as PCs and consumer applications, will lead to one of the world's most valuable individual markets in the twenty-first century."

As Dave Richardson of Texas Instruments noted in a Comdex keynote speech last year, "the absolute pervasion of electronic equipment in the world today is a fact: over the last ten years, growth in demand for electronic equipment has averaged nine per cent a year."

Not only are semiconductors being used in new applications, more semiconductors are being used in existing applications — the semiconductor content is rocketing. According to Dataquest, the market analysts, semiconductors will account for 30 per cent of electronic revenues by the end of the decade, up from 16 per cent in 1994.

"That growth is driven largely by the shift from analogue to digital," said Mr Richardson — a primary reason why TI has focused on the digital signal processing (DSP) market. The growth in both electronics and in chip

content has made the industry unique and "unlike any other industry in history." In the first half of the 1990s, the world semiconductor market experienced rapid growth topping the \$100bn mark for the first time in 1994. The driving force for this growth has been the 'information revolution' which has seen the convergence of a wide range of technologies and markets including computing, communications and consumer electronics.

Spectacular advances in semiconductor design, including shrinking sizes

sales in Japan probably will slow to five per cent this year — less than one-third of projected growth in the US, according to International Data Corporation, IDC.

Nevertheless, despite the steady growth in volumes, the value of the worldwide semiconductor market can be volatile. Last year, the semiconductor market was worth more than \$140bn, a relatively modest increase over the previous year but a welcome advance set against the 8 per cent decline in 1996.

However, the sales figures

top five Japanese semiconductor makers, said it would cut back production at eight of its facilities in Japan in an attempt to stem losses in its memory chip business.

"Their losses are so large that they need to do this, to cut their losses," said Yoshiharu Imai, industry analyst at UBS Securities in Tokyo, last month. He estimated Hitachi is losing Y2bn to Y3bn (\$16m-\$23m) a month in its semiconductor business.

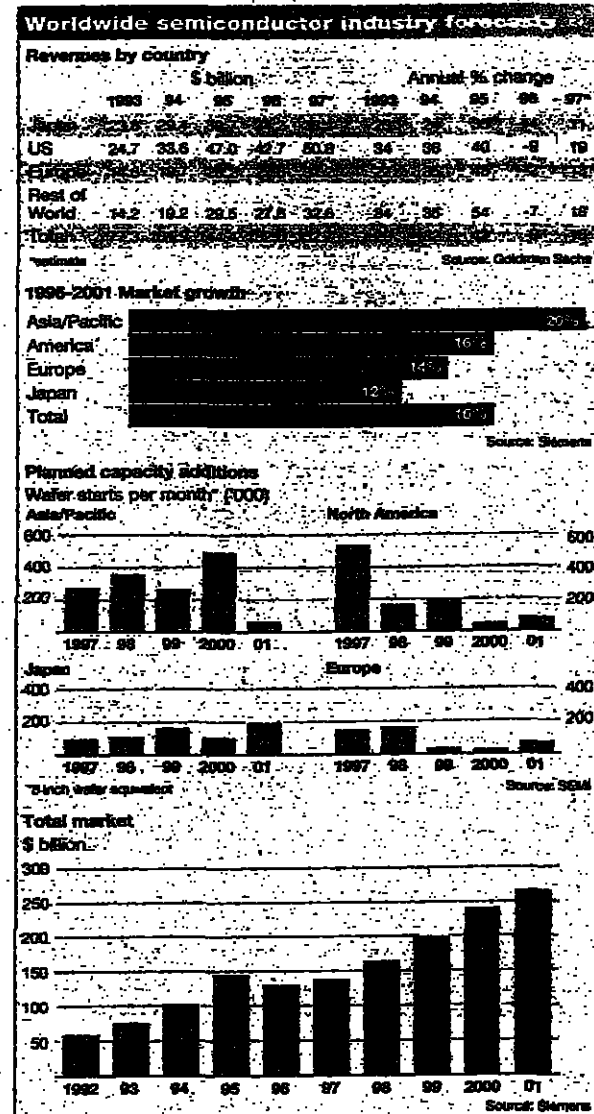
Hitachi's move followed Mitsubishi Electric's announcement that it plans to close one of its facilities in the US, where it manufactures lower value-added 4-megabit D-Rams. Meanwhile, Fujitsu, another leading Japanese semiconductor maker and Japan's largest computer manufacturer, said it was considering scaling back its capital investment plans by about 30 per cent.

Toshiba has also postponed the construction of an advanced facility in southern Japan, which was expected to start this year. The original plan was for the new facility to start producing 256-megabit D-Rams in 2000. However, that plan had been delayed by at least two years, Toshiba said.

Meanwhile, NEC, is consolidating production of 16-megabit D-Rams at its US facility. The company will no longer produce 16-megabit D-Rams in either Japan or the UK, where the higher costs of its facilities requires high value-added products to maintain profitability. As a result, total D-Ram output will fall from about 11m a month to about 6m month by this autumn.

Other companies, including Motorola of the US, have decided to abandon the volatile market for D-Ram chips altogether. Motorola now plans to focus on customised, highly integrated circuits and tap its portfolio of 50,000 chips, including the PowerPC microprocessor, to compile a large catalogue of modules and components or building complete 'systems-on-a-chip'.

Tomorrow's silicon will merge dozens of today's single function semiconductors on a single silicon chip — only the most complex systems will need more than



Small is beautiful: a Motorola smartcard chip

mask a dramatic increase in unit shipments of D-Rams which soared 90 per cent in 1997 while prices fell by 75 per cent in 1996 and a further 65 per cent last year reflecting widespread overcapacity as a string of new fabs (chip fabrication plants) came on stream.

But a turnaround may be in store. In spite of the Asian crisis, most analysts expect D-Ram revenues in 1998 could rise 20 per cent, to around \$25bn. That would be particularly welcome news to semiconductor manufacturers in Japan, South Korea, and Taiwan, which together account for 80 per cent of world D-Ram production.

Many of these D-Ram manufacturers have recently announced cutbacks in production, scaled down their investment plans or have even skipped a generation of D-Ram technology to focus on higher value 64Mb chips. For example, Siemens, which has spent \$1.1bn on a new fab near Newcastle, has accelerated its switch from 16Mb to 64Mb chips.

Among the companies which have announced cutbacks, Hitachi, one of the

## RISK FACTORS FOR PRODUCERS • By Geoffrey Naim

# A perilous business

Pricing levels, bugs in chips and fears of litigation are just a few of the worries

Making semiconductors has always been a risky business but investors reading the latest financial results from the leading vendors, are left in no doubt about just how perilous the chip business has become.

After reporting its eighth successive year of record revenues and earnings, Intel, the industry leader, closes its 1997 financial statement with a list of 16 risk factors that affect its business. Topping the list is "economic conditions in various geographic regions".

Motorola, another big chip vendor, is more specific. "During the fourth quarter, the deterioration of economic conditions in certain Asian markets had an impact in terms of slowing the growth of sales, orders and profits, as well as putting pressure on pricing," says Robert Growney, president and chief operating officer in the company's 1997 statement.

Asia may be the current trouble spot but it is not the only problem facing chip-makers. Intel's risk list includes changes in customers' inventory levels, seasonal PC buying patterns, pricing pressures, excess or shortage of capacity, bugs in processors and litigation over intellectual property rights (IPRs).

The risks are many and very real. A serious bug discovered in 1994 in its first generation of Pentium processors cost Intel \$478m.

Last October, the chip giant settled a lawsuit brought by Digital, which had accused Intel of using technology from Digital's Alpha processor in its Pentium chips. Intel agreed to buy Digital's chip operations for \$700m to end the conflict. It has at least two other lawsuits awaiting settlement. Analysts say Intel has suf-

fered from over-ordering by Asian PC makers and will have to cut prices on some processors to clear inventory.

Intel also admits that the cost of the new chip packaging used for its latest Pentium II processor will hit profits in the short-term. Despite these setbacks, Intel continues to set a formidable pace in the industry and its 1997 results were better than many analysts expected.

According to the research company, Dataquest, Intel increased its semiconductor

revenues in 1997 by 19 per cent to \$21bn. "Led by microprocessors, Intel grew its semiconductor revenue by nearly 20 per cent during the year, which is strong performance in face of major inventory adjustments by PC makers," says Ron Bohn, director for Dataquest's worldwide semiconductor research.

Intel's strength comes primarily from its dominance of the PC microprocessor market, where it has about a 90 per cent share. Its chip sales are more than double those of NEC, its nearest rival, and while many of its competitors had sluggish sales in 1997 and several experienced declines, Intel managed to grow almost four times faster than the market, which rose 5.5 per cent to \$150bn, according to Dataquest.

The only other top ten firms to beat the market were Fujitsu and Texas Instruments (TI). The Japanese vendor successfully

fought the effect of the weak yen with a 10.1 per cent growth in chip sales, when expressed in dollars, to \$4.87bn. TI's chip sales grew 8.4 per cent to \$7.66bn thanks largely to its strategy of focusing on digital signal processors (DSPs). These are used in products such as cellular phones and promise higher margins.

TI estimates that the DSP market is growing more than 40 per cent a year and could be worth \$50m in the next decade — see report on DSPs, page 8. TI is the market leader with about a 45 per cent share, according to research firm Forward Concepts. DSPs and related analogue and "mixed-signal" chips account for about 40 per cent of TI's chip revenues.

The company, like many others, is trying to reduce its dependence on the cut-throat Dynamic Random (D-Ram) memory market, which in 1997 contributed around 30 per cent.

Motorola, is similarly trying to find more promising markets. Its 1997 chip sales grew just 0.5 per cent to \$8.05bn, according to Dataquest, and its PowerPC processor, once touted as a rival to Intel's Pentium, has struggled outside the Apple market.

Analysts believe its future lies in "embedded" applications, such as consumer products or industrial controls. Motorola also announced last year it would wind down its D-Ram business and reallocate capacity to higher-margin memory

types such as flash memory and Static Ram.

D-Rams — see report, page 7 — are staple memory chips found in every computer but prices are highly volatile. They are commodity items — there is even a spot market for D-Rams — and all the top ten chip vendors, apart from Intel, depend on D-Rams to varying degrees.

The chip industry has long been used to double-digit growth rates and the lacklustre growth of 5.5 per cent in 1997 is, in part, a hangover from 1996, when a collapse in D-Ram prices caused the market to drop 6 per cent — the first fall in almost 10 years. At the beginning of 1997, analysts predicted the chip market would return to its customary double-digit growth, but this did not happen and D-Ram prices continued to tumble due to overcapacity.

The benchmark 16-megabit D-Ram chip has fallen from around \$7 at the start of 1997 to about \$2.50 in today's spot market.

The weakness of Asian currencies against the dollar has also hit hard. Toshiba, Hitachi and Samsung, all big D-Ram producers, have seen dollar revenues from chips decline by 7 to 19 per cent in 1997, according to Dataquest.

The next generation of 84-megabit D-Rams, due to be widely adopted this year, could provide some respite for D-Ram makers.

The chips are more difficult to manufacture in volume and those companies that quickly master the technology can benefit from higher prices and margins.

However, the economic turmoil in Asia is hitting the industry hard, depressing dollar-based chip prices and stifling demand for chips from Asian-based computer and electronics industries.

Last month, Motorola said it expected the worldwide semiconductor industry to grow by 13 to 15 per cent in 1998, rather than the 15 to 17 per cent previously forecast and blamed the reduction on Asia.



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ADVANCES IN CHIP PRODUCTION By Geoffrey Naim

# A string of technological miracles

While bringing innovation to many other industries, the semiconductor industry continues to break its own technical barriers

Last month marked the 50th anniversary of the transistor, whose invention spurred the development of digital computing and ushered in the information age. The modest celebration in the semiconductor industry but elsewhere the milestone went largely unnoticed and the silicon chip, through its very ubiquity, is today sadly taken for granted.

Few outside the industry appreciate the string of technological miracles that connect that first rudimentary transistor of 50 years ago with Intel's latest microprocessor, the Pentium II, which squeezes more than 7.5m transistors on to a chip of silicon the size of a fingernail.

From cellular phones to fly-by-wire aircraft, advances in semiconductor technology have brought innovation to many industries. But it is the computer industry that

has most reason to thank the three researchers at Bell Laboratories who are credited with inventing the first transistor in 1947.

Contrary to popular opinion, computers would still exist without the microchip. The computing era predates the invention of the transistor and the first electronic

computers used arrays of vacuum tubes. But vacuum tubes are no match for the silicon chip in speed, cost or size, and the microchip in a cheap pocket calculator contains more processing power than a roomful of vacuum tubes.

The pioneers of computing could never imagine that semiconductor technology would one day create powerful computers small enough to sit on every office desktop or be held in the hand. One of the first electronic computers, Eniac, (pictured

below), contained 17,480 vacuum tubes and its 20 banks of flashing lights, used to indicate the results of its calculations, stretched for 150 feet.

Eniac was developed in the World War Two by the US Army to perform ballistic calculations. It could add 5,000 numbers in a second - laughably slow by today's standards. The first demonstration of Eniac in 1946 is often taken as the start point for the modern era of computing. Fifty years on, researchers at the University of Pennsylvania, where Eniac was developed, celebrated the anniversary by rebuilding Eniac - but in silicon.

"Eniac-on-a-chip" dramatically demonstrates the huge advances that semiconductor technology has brought to computing. Instead of occupying a large room, the silicon version of Eniac measures just 5mm by 8mm. Its 175,000 transistors replace the vacuum valves and mechanical switches of its predecessor.

The latest chip plants can pack 5m or more transistors on a single chip and 200 chips on a single 8-inch

wafer - a total of more than a billion transistors on each wafer. At this scale of mass production, the cost of each transistor is a tiny fraction of a cent: in the early days of the semiconductor industry, transistors were made individually and cost \$10 or more. The breakthrough came with the discovery in the 1950s of how to simultaneously make hundreds - later millions - of microscopic transistors on a single wafer.

The two enabling technologies were optical lithography, used to mark the tiny features of each chip, and devices called "steppers" which move the wafer in precise steps under the light beam and allow hundreds of the same chip design to be replicated across the wafer.

The key to building a transistor is taking a pure semiconductor material - usually silicon - and selectively "doping" it with impurities to create two distinct regions: one favouring current flow in one direction, which is named "p-type" and the other favouring flow in the opposite sense, called n-type. The junction of the two types can then act as a digital switch, (see diagram).

Using optical lithography, these regions can be created with pinpoint precision by selectively "masking" different areas of the wafer's surface during doping. Another masking process creates superfine slivers of aluminium on the surface of the wafer, which act as circuit lines connecting the transistors.

By linking the transistors together in different ways, they can be grouped to perform various logical functions - memory, counters, dividers and multipliers. With these building blocks, semiconductor designers create today's huge variety of chips, such as digital signal processors, memory chips and microprocessors.

Intel's first microprocessor, the 4004, was introduced in 1971 and contained 2,300 transistors. In 25 years, advances in manufacturing and sophisticated computer-aided design software have allowed Intel designers to

squeeze more than 7.5m transistors on a Pentium II processor with circuit lines 0.35 microns wide.

During 1998, most manufacturers will shift to making chips with features just 0.25 microns wide - 400 times smaller than a human hair. Intel already has three "fabs" working at this Lilliputian scale.

The semiconductor industry is used to breaking its own records and the shift to 0.25-micron technology has occurred faster than expected. The Semiconductor Industry Association, a US trade body, predicts that current technologies will enable the industry to shrink features to 0.13 micron over the next five years.

But to go much lower, new techniques will have to be developed as there are formidable challenges when dimensions drop to around 0.10 micron. Conventional optical lithography cannot be used to make features this small, so future chip plants will need to switch to electron beam or X-ray lithography - both at the laboratory. No-one doubts the breakneck pace of semiconductor development.



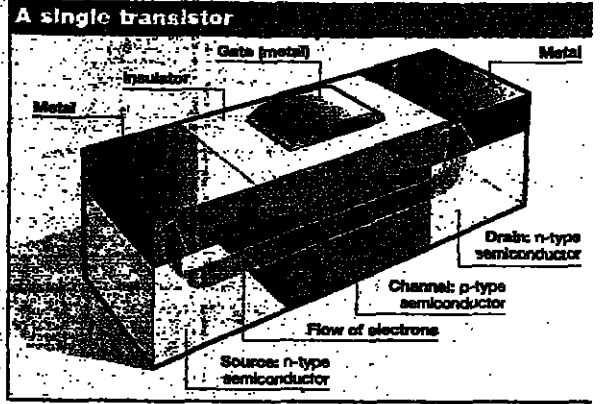
Everything is getting smaller: this year, most semiconductor manufacturers will shift to making chips with features just 0.25 microns wide - 400 times smaller than a human hair. Intel already has three fabrication plants working at this Lilliputian scale

circuit lines, as aluminium is a poor conductor with lines so thin.

But techniques for laying copper on silicon are still in the laboratory. No-one doubts the breakneck pace of semiconductor development.



Ancient number-cruncher: the famous Eniac machine, completed in 1946, with 17,480 vacuum valves and 20 banks of flashing lights, was designed in the US during World War Two to work on ballistic calculations. Its name was an acronym for 'electronic numeric integrator and calculator'. The war ended before Eniac could be used for military work, so the machine was used for other scientific calculations. Today, Eniac's calculations can be easily handled on a single silicon chip



Chip designers at Intel have managed to squeeze more than 7.5m transistors on to a single Pentium II processor

## The man who invented Java

From page 3:

"In the PC world, what was happening was the converging on Intel, and the number of CPUs was pretty small. But in the consumer business the number of CPUs that people were using was really enormous and there were very strong reasons for this diversity."

Such diversity means there are a lot of small markets for software - even within one company. "If you look at all the televisions that Sony makes, for example, they don't all have the same CPU, so it is very difficult for them to have an interchangeable market for software, and it is really the size of a market that determines how attractive it is to developers."

"As we talked to a lot of

these consumer companies they were very interested in having the ability to do add-on software, after-market software and have the systems be flexible and open, but they couldn't figure out how to make the market large enough to make it attractive to developers without everyone agreeing on one CPU - and there was really no way to do that."

To overcome this hurdle, Mr Gosling developed a software instruction set which has become known as the 'Java Virtual Machine' - a software layer that sits between the physical instruction set, linked with a particular CPU and the application software. "This deals with this problem of 'mating' an arbitrary piece of software with an arbitrary CPU," he explains.

"The whole thing was motivated by the desire to figure out how to build a market. If you watch Star Trek, it's like the universal translators they have pinned on their lapels."

For all CPUs, the semantics of the basic operations are the same - they all do things such as add numbers together, subtract, multiply and divide and they tend to format numbers similarly.

"It's like a dictionary with a set of meanings and every language has a different word. Sometimes there are twists in sentence structures but the fundamental semantics are all the same and the relationships between the languages are the same."

"It is a dramatically simpler problem than translating between human languages. In some conceptual

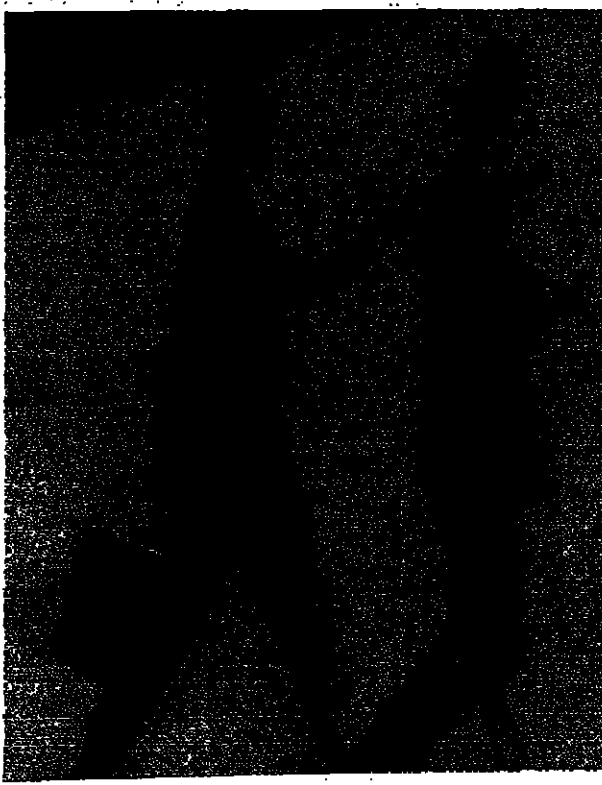
sense, it is a similar problem but, as a matter of degree, it is a totally different problem."

Asked about the evolving legal battle between Sun and Microsoft over Java, Mr Gosling says: "I guess at this point I don't know whether it's more frustrating or comic - maybe I have been knocking around in this business for way too long."

However, he says the reaction of the software development community - his natural constituency - has been "just wonderful, we couldn't have hoped for anything better," he says. "They really want the whole 'write-once-run-anywhere' story to work."

Most hardware manufacturers also have a positive attitude towards interoperability, he adds.

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## 6 SEMICONDUCTORS: Production

CHIP FABRICATION PLANTS • By Tom Foremski

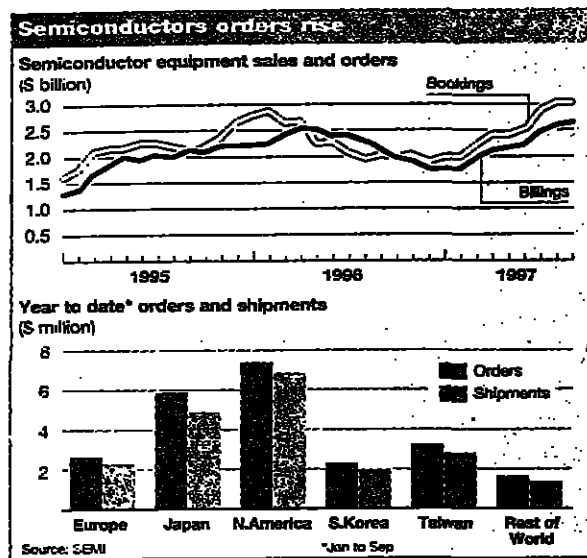
# Costs are soaring to record levels

Ambitious plans by Asian chip-makers could be put on hold due to the problems of raising capital

Building a semiconductor fabrication plant, or fab, is rapidly becoming one of the most challenging projects in the industrial world because of the huge cost of such facilities and the exacting specifications required for a successful facility.

Fabs using the latest chip production technologies currently cost more than \$2bn to build – and the cost is rising rapidly. According to Sematech, the US chip manufacturing research and development consortium, a fab will cost more than \$10bn by 2015 – more expensive than a nuclear power plant and becoming the single most expensive industrial manufacturing facility.

Companies building today's fabs must not only raise huge amounts of capital but must execute their projects flawlessly, putting the fabs into production as quickly as possible. This is not only to begin recouping their investments but to stay ahead of competitors. The first chip manufacturers that manage to move into production with a new fab will reap higher profit



margins. As competitors come on to the market, the supply of chip products increases and thus prices and profit margins begin falling.

The chip industry is now moving to 8-inch-sized silicon wafers from six-inch wafers. This allows manufacturers to fit 77 per cent more chips on to a wafer. Since processing each wafer costs about the same, producing more chips per wafer lowers final chip manufacturing costs.

## Chip sizes

Manufacturers are also trying to shrink the size of the chips, moving to 0.25 micron and below geometries from 0.35 microns. Smaller chips

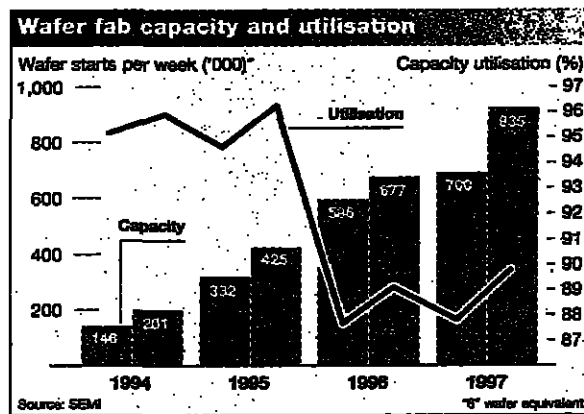
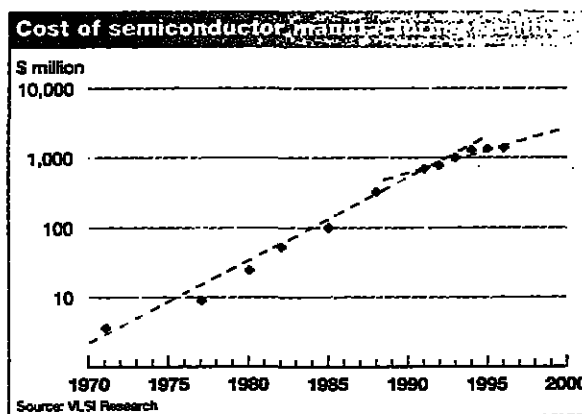
means more chips per wafer, further lowering manufacturing costs. Smaller geometries means challenges in preventing chip contamination which requires more expensive clean-room facilities to eliminate dust and other particles that can settle on chips and ruin them during processing. Testing smaller chips is another challenge, requiring expensive testing systems. Manufacturing chips relies heavily on the latest technologies and production equipment, but it is as much an art as a science. Intel, for example, owes much of its success to its expertise as a manufacturer. Its manufacturing process expertise is virtually unparalleled which means it

can quickly bring in new manufacturing technologies and lower production costs, and thus lower final selling prices much faster than its competitors and keep hold of a huge market share.

An Intel competitor, Advanced Micro Devices (AMD), is trying to wrestle away some of the microprocessor market from Intel, but it stumbled last year because it could not increase chip yields and fell behind in bringing on its 0.25 micron manufacturing process. AMD has overcome many of those problems but it shows that having good chip technology is not much good if you have an inefficient fab.

Not every chip company has a fab: the US Fabless Semiconductor Association (FSA) has 59 members and their revenues are growing much faster than the chip industry as a whole. These companies rely on excess fab capacity around the world to produce their chips. But they risk running out of fab capacity.

With fabs becoming so expensive to build, the market research company, Dataquest, expects far fewer fabs to be started this year. In 1997, there were more than 50 fabs started, but this year, Dataquest expects this number to drop to about 30. And with the current Asian economic crisis, it may drop even further because aggressive plans by Asia chip makers could be put on hold due to the added difficulties of raising capital.



By the turn of the decade, microcircuits will contain up to a billion transistors per chip and the patterns etched on these chips – using highly sophisticated techniques – will be as complicated as a road map of the entire planet.

ADVANCED RESEARCH • By Paul Taylor

# Increasing co-operation among top producers

New research alliances and partnerships, joint ventures and shared pilot projects have all become features of the chip industry

Five weeks ago, the physical limitations of wafer fabrication technology reached. Indeed Moore's law has become the 'metronome' for the industry and the driving force behind the innovations and breakthroughs that are announced almost monthly. Among recent developments, a private consortium led by Intel, Advanced Micro

devices in Europe. "Costs fall, functions rise and the consumer gets more for less." Using copper-based technologies will enable IBM and other semiconductor manufacturers to move from current line widths of 0.25 microns to 0.18 microns and then 0.12 microns. As a result, the number of transistors on a single chip will mushroom again to between 150m and 200m.

Mr LaRosa describes the move to copper-based microchip technology, the transition to larger 300mm silicon

even publishes a 'road-map', setting out the technologies that its members must develop if they are to maintain the pace of innovation and remain competitive.

Another problem for the semiconductor industry to overcome is designing ever more complex chips. For mainly economic reasons, the semiconductor industry is moving towards so-called 'systems-on-a-chip' – semiconductors which combine several previously separate functions on a single piece of silicon – see reports, pages 8 and 11.

"If we look over a long enough time horizon, all electronic systems will migrate to a single chip," says Jack Harding, chief executive of Cadence, the chip design specialist and tool vendor. However, designing such complex devices is likely to become increasingly difficult.

"We will have to teach people to design with large function blocks, but they will also have to consider the design at electron level," he says.

Some time after 2010, the industry will reach some particular tough roadblocks erected not by the limitations of technology, but by the laws of quantum physics.

Several possibilities for surmounting these obstacles have been suggested in the past. One option, popular a few years ago, was to propose 'optical computing', using light instead of electricity, and optical switches instead of transistors.

Another more popular option recently has been to suggest building devices that use quantum physics.

Early quantum-effect devices were first devised in the 1980s and recently there have been reports of success in building a type of quantum device – the 'single-electron transistor'.

In the meantime, the semiconductor industry believes that today's technology which is based on so-called 'field-effect transistors', still has plenty of potential, including the possibility of using more efficient semiconductors such as gallium arsenide to replace silicon in some applications.

If one thing is clear from the history of the transistor, semiconductor and the microprocessor, it is that the future, like the past, is likely to be full of surprises.



IBM has found a way to wire semiconductors with copper, rather than with aluminium, now currently used, which IBM says should 'dramatically change the process of making chips'.

By the turn of the decade, Lucent Technologies predicts that microcircuits will contain up to a billion transistors per chip and the patterns etched on to these chips.

The first person to integrate or 'print' initially dozens, then thousands of transistors on to a single piece of silicon was Jack Kirby at Texas Instruments in 1958. The integrated circuit has been on a remarkable journey ever since. Size, energy consumption and price have spiralled down, while reliability, speed and performance have soared.

In 1965, Gordon Moore, the engineer who later co-founded Intel, crystallised this trend into his eponymous 'law' which says in essence, that the number of transistors per chip will dou-

ble every 18 months. A second, less frequently quoted dictum is that the cost of the fabrication plants – 'fabs' – used to manufacture silicon chips, will double with each new generation. So far, both laws have proved remarkably accurate. While transistor densities have indeed doubled roughly every 18 months, the price of a new fab has risen from \$250m in 1980 to around \$1bn today.

In an article written a few months ago, Mr Moore, now chairman emeritus of Intel, said: "To be honest, I did not expect this law (No 1) to still be true some 30 years later, but now I am confident that it will be true for another 20 years."

"By the year 2012, Intel should have the ability to integrate a billion transistors on to a production die that will be operating at 10Ghz. This could result in a performance of 100,000 MIPS (millions of instructions per second), the same increase over the currently cutting edge Pentium II processor as the 486 processor was to the 386."

"We see no fundamental barriers in our path to Micro 2012, and it is not until the year 2017 that we see the

devices and Motorola was formed last September to work with US government agencies to develop the advanced lithography technology which will be used to build chips with 100 times more computing power and 1,000 times more storage capacity.

The process by which circuit patterns are etched on to chip surfaces is called lithography: this involves shining ultraviolet light through a patterned mask on to a chemically-sensitive layer on the chip surface.

However, for any specific technology, a physical limit is reached where the wavelength of the light is bigger than the smallest features on the chips. This is the issue that the Intel-led consortium plans to crack by developing a new lithographic process using Extreme Ultra Violet (EUV) light. The partners believe this will enable the industry to etch circuit lines smaller than 0.1 microns.

EUV is essentially a further refinement of the existing UV process. However, the industry is hoping that it will stave off the day when manufacturers have to make the switch to a totally new technology such as X-ray lithography. "At that stage, we will require an entirely different environment," says Tim Keating, Intel's director of marketing in Europe.

A few days after the EUV announcement, IBM said that after 10-years of research, it had developed a way to use microscopic copper wiring, instead of aluminium, inside chips – a development which will enable IBM to build faster and cheaper chips beginning with application specific integrated circuits (ASICs).

"It is very significant because it allows us to break through to the next level of shrinkage in the size of chips," says of Bill LaRosa, head of IBM Microelectron-

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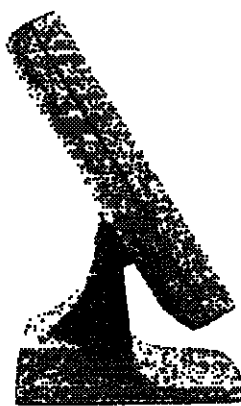
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مكتبة من الكتب



MICROPROCESSOR MARKET By Tom Ikonicki

# The key profit generator

Dominated by Intel, the microprocessor sector has revolutionised computing as chip performance power has doubled every 18 to 24 months since 1971

The microprocessor market represents the chip industry's most profitable product segment, and it is the engine that drives the PC industry which, in turn, is the main driving force for the IT industry and the applications that make the industrial world so productive.

The microprocessor market in 1997 was valued at about \$17bn according to Dataquest, the US market research company, which predicts an average 18 per cent annual growth for the next couple of years to reach \$33.6bn in 2000.

For many people, the microprocessor is synonymous with the computer. Since the first microprocessor was made - the Intel 4004 in 1971 - the microprocessor has revolutionised computing. Raw performance of microprocessors has been doubling every 18 to 24 months, following a trend noticed by Intel co-founder Gordon Moore, and immortalised as Moore's Law.

The microprocessor continues to grow in power and is moving into ever-larger systems capable of being used in parallel with hundreds and even thousands of units, and providing supercomputer levels of performance. And microprocessor makers such as Intel, IBM, Motorola and others, con-

tinued to push the limits of what is possible.

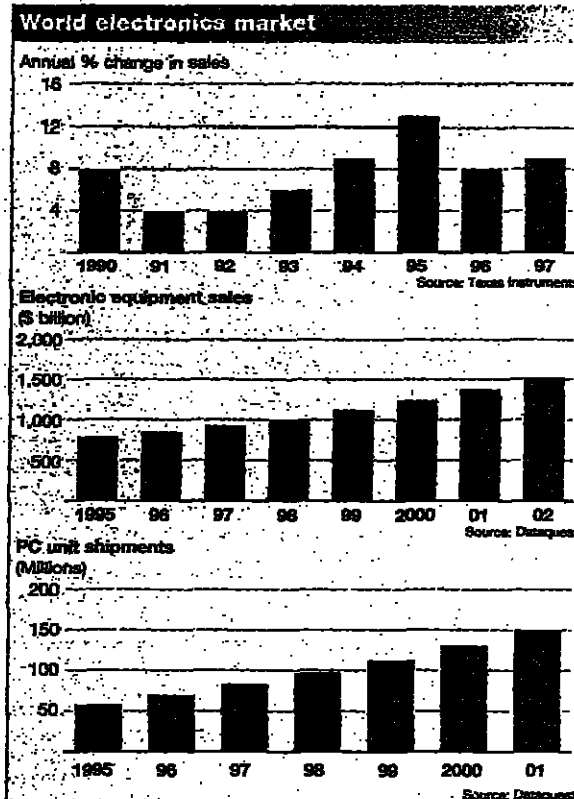
Some of the key trends in microprocessor designs were revealed at the Microprocessor Forum, held in October of 1997. This is a key industry event when leading companies reveal details of forthcoming chips.

Intel, which dominates the microprocessor market, revealed details about its eagerly-awaited Merced microprocessor, capable of processing 64 bits at a time, compared with its current 32-bit Pentium line.

With 64 bits, Merced-based systems can handle larger applications, competing with mainframe type systems.

Representatives from Intel and its co-development partner Hewlett-Packard revealed the first details on their four-year-old Merced project. There had been speculation that Merced would make use of an experimental technology called "very long instruction word" (VLIW) technology, in which powerful software compilers are used to split up software code among several execution units to process the instructions in parallel.

Intel did indeed describe a VLIW-type architecture, preferring to call it Epic, for "explicitly parallel instruction computing", and saying that it represents a new approach to microprocessor design.



"We need to get beyond traditional microprocessor architectures - and the key is parallel instruction processing which we believe will be important to scaling microprocessor architectures for future applications," said John Crawford, director of microprocessor architecture at Intel, speaking at the conference. "We have taken an approach that includes headroom for future requirements."

Currently, high-end microprocessors such as the Pentium II, and all of the other

leading microprocessor designs, try to process several instructions at a time. This is done by trying to predict what the next instruction will be and load that instruction into the microprocessor's memory. These are known as "superscalar" technologies, but they can slow down a microprocessor since there is a significant overhead that the processor must carry that limits how far superscalar techniques can be used.

With a VLIW or Epic approach, powerful software

compilers are used to analyse an application's code. The compiler looks at the structure of the program and tries to determine which parts can be executed in parallel. The compiler then feeds the code to multiple execution units on the microprocessor chip.

These execution units are designed to be small, simple, and very fast. But this approach brings its own problems and shifts much of the performance of the microprocessor on to how well the software compiler performs.

Not to be outdone, Intel competitors, such as Advanced Micro Devices, Cyrix and others, said they will respond to Merced with powerful microprocessors of their own. And companies such as IBM, Sun Microsystems and Digital Equipment, described 64-bit microprocessors that will be shipping well before the 64-bit Merced comes out at the end of 1999.

Sun Microsystems discussed its 64-bit UltraSPARC III chip which will be out in mid-1998. And IBM introduced its Power3 microprocessor, the latest in its PowerPC family. The Power3 will run at 500 Mhz and above, and will be used for a new generation of high-performance technical workstations.

The Power3 will be built in IBM's copper technology which replaces aluminium-based connectors for faster processing. It is also capable of processing as many as eight instructions at the same time.

Another key trend for microprocessors is to include memory and other logic



Millions of transistors fit on the tip of a finger: 100 of Lucent's microchips barely make a handful - but each chip can contain more than 5m transistors. The chips are used for a wide range of communications and computer products

functions such as a video controller all on the same chip. This is the main focus for Intel competitor Cyrix, which is working on a low cost integrated microprocessor that will allow for the manufacture of very cheap PC type devices. This is because the integrated microprocessor will contain most of the circuitry of a PC on a single chip, making it very easy to use in a variety of different applications.

Although microprocessor performance continues to follow Moore's law, increasing microprocessor performance no longer directly translates to the same increase in system performance. This is because the connections, known as

"buses", between the microprocessor and the rest of the system, plus memory speeds, cannot keep up with the microprocessor. To try and eliminate some of these bottlenecks, there is a trend to place more memory on the microprocessor chip.

The microprocessor market also includes embedded microprocessors and microcontrollers. These are essentially low-cost versions of microprocessors that are used in non-PC type devices but provide valuable computing functions in applications such as industrial and manufacturing systems, household appliances and entertainment systems.

Embedded microprocessor markets are growing quickly

in size: companies such as Motorola and IBM are targeting this market with low cost versions of their powerful PowerPC microprocessors. There is also a move to add Java processing capabilities to embedded microprocessors and microcontrollers. Sun has licensed its PicoJava processor core to several big chipmakers around the world.

Adding Java processing capability to a microprocessor does not take up much space on the chip but it allows systems that use such chips to be able to quickly process programs written in the computer language, without needing an operating system and large amounts of memory.

D-Ram chips By Laura Ross

## A market plagued by over-supply

Korean suppliers, with 35 per cent of global D-Ram chip output, are now seeking to stabilise the market

The notoriously fickle market in dynamic random access memory (D-Ram) chips is bouncing along the bottom with no improvement likely without a concerted effort by manufacturers to limit production.

But Korean producers appear to be regrouping after the devastating collapse in the country's economy last year and are moving to stabilise the market. Furthermore, the US D-Ram maker Micron Tech is expected to sue Korean, Japanese and Taiwanese producers for dumping, which should eventually help the market by forcing Asian producers to reduce volume.

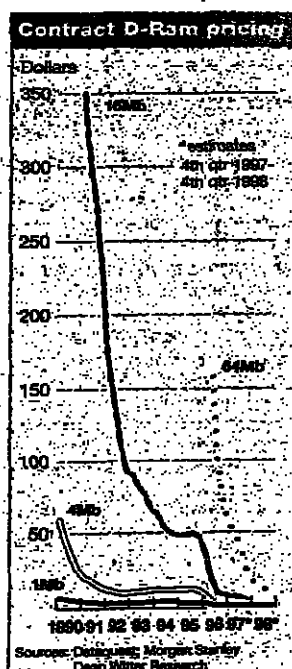
But the over-supply conditions plaguing the market are not likely to evaporate soon. Despite a mild recovery in early January, D-Ram prices have been at historic lows, well below the cost of production.

Electronics industry analysts said the prices had rebounded 30 per cent to about US\$2.50 from about \$1.80 apiece in the fourth quarter of last year. But Lin Chi-tung, an analyst at SBC Warburg, said the revival would probably be short-lived, and prices

would return to around \$2.00 in early February. "It's clear that the industry is quite weak," he said. "We're looking for a turning point, when the share prices of D-Ram makers might go up."

Meanwhile, orders from the US have slowed somewhat due to uncertainties over fallout from the Asian financial crisis.

The financial collapse in Korea, coupled with a dramatic depreciation in the won, prompted initial fears that Korean D-Ram producers would begin dumping heavily to raise cash, hurting Taiwan chip-makers.



Source: Dataquest, Micron Tech, Intel, Samsung, Hynix, Elpida, and others.

But so far, those fears have proven largely unfounded.

"Korean producers have been consistently keeping a high level of D-Ram output," says Mr Lin. "There's been some dumping, but basically it's just the nature of the semiconductor business - you have to keep the fab running at a high capacity utilisation rate, even if it isn't profitable."

And at recent prices, no one is making a profit. In Taiwan, the production cost is \$2 to \$4 per chip. The good news is that a number of Asian D-Ram makers are scaling back expansions, announced or otherwise. Korea's LG Semicon has spoken of a 50 per cent cut this year in planned capacity expansion, and Hyundai and Samsung each plan 30 per cent capital expenditure cuts in their electronics businesses.

### Delays

Japan is expected to reduce its expansion plans by 20 per cent, and Taiwanese producers are quietly delaying expansion plans.

"The Korean producers are clearly trying to control the price, to bring it back up to \$2.5 or \$3," says Andrew Lu, an electronics analyst at RZW-CSEB. As Korean producers hold a combined 85 per cent share of global D-Ram output, the highest of any one country, they can exert a certain influence.

□ Taiwan's semiconductor industry: see page 10.  
□ Japan: see page 10.

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## FT IT

Details of the next two issues of the FT-IT Review

### Focus on Enterprise Computing

Wednesday, February 25

An extra issue of the FT-IT Review this month will be published on February 25. The theme will be enterprise computing - managing information for business advantage.

### The Business IT Landscape

Wednesday, March 4

The March issue of the Review appears just two weeks before the 1998 CeBIT show for information and communication technologies in Hannover, Germany. (March 19-25). This record-breaking event, the world's largest IT show, will highlight the fact that the IT infrastructure underpinning most large organisations consists of a diverse range of hardware and software.

For a full synopsis of both these reviews, call the FT-IT fax-back service in London on 0990 209 903. Technical information on how to use this service appears on page nine. For details regarding advertising, see the information panel on three.



## SEMICONDUCTORS: Design and market segments

DIGITAL SIGNAL PROCESSORS • By Tom Foremski

# US makers lead race to supply DSP markets

Texas Instruments expects the DSP market and the related mixed-signal/analog chip market to exceed \$50bn over the next ten years

The digital signal processor chip market is one of the fastest growing sectors of the semiconductor market and has become a key focus for several US companies, especially Texas Instruments which is investing heavily in DSP products.

DSPs are special chips that process mathematical functions very quickly – much more quickly than general purpose microprocessors and at much lower cost.

DSP demand is being fuelled by a wide range of mass-market consumer electronics products, especially digital cellular phones,

modems, disk drive controllers, digital video disk (DVD) audio and video processing, and a myriad of other applications.

"DSP chips are very good at processing analog signals that have been converted to digital formats; they are the best way to modify or process those types of signals," says Will Strauss, head of the US market research company, Forward Concepts.

"US companies are leading the DSP market mainly because they have the electrical engineers and applied mathematicians that understand the mathematical algorithms that DSPs use."

The main focus for the big companies in this market – such as TI, Lucent Technologies, Motorola and others – is the programmable DSP market which, according to Forward Concepts, is growing at about 30 per cent a year and was valued at more than \$3bn in 1997.

The DSP market also includes general-purpose DSPs, fixed-point DSPs, market and application-specific DSPs and also a trend to combine DSP cores on chips along with memory and other logic functions to reduce chip counts in various applications and thus reduce the final price of products.

In-Stat, a US market research company, predicts a bright future for all types of DSPs: it expects the programmable DSP market to

reach \$9bn by 2001. It is becoming difficult to track DSPs because they are increasingly found as a component of other chips and could be counted in microprocessor, microcontroller and custom chips, says In-Stat.

Intel, which leads the microprocessor market, is increasingly adding DSP functions to its microprocessors through its MMX technology. This allows Intel microprocessors to act as expensive DSPs in processing functions such as digital audio and video. These functions could be carried out by including a DSP chip that costs a fraction of a Pentium microprocessor, but Intel has been keen to encourage third party developers to use software based DSP processing using its microprocessors.

"It is possible to run a software model, for example, on a Pentium-based PC, but that will take up a significant proportion of the system's processing resources and will slow down the system if users are running several applications," points out Mr Strauss.

Intel has used a Pentium-based PC to run DVD-based digital video in software rather than using special DSP-based chips, but – so far – the Intel approach has produced jerky images, something which will be improved as Intel produces more powerful microprocessors.

Although wireless communications applications are the main market for DSPs,



Intel, the leader of the microprocessor market, is increasingly adding DSP functions to its microprocessors through its MMX technology

within the next three years this will give way to new applications in automotive, industrial, entertainment systems and other consumer electronics applications, some of which are virtually impossible to predict.

### Key supplier

This bright future for DSPs has attracted Texas Instruments, which has developed some of the industry's most powerful programmable DSP chips.

"TI is a major supplier, along with Lucent Technologies. TI performed very extensive market research and concluded that the PC market was pretty much locked-up by Intel but there was a huge emerging market for non-PC based low-cost digital electronics devices where DSPs will be needed," explains Mr Strauss.

TI expects the DSP market

and the related mixed-signal/analog chip market will grow to more than \$50bn over the next ten years. This growth is similar to the growth of the microprocessor market, which is the single largest sector of the chip market, the company says.

"Real-time processing capabilities are the key, and they are driven by programmable, digital signal processing solutions," said TI's chief executive, Tom Englehart, speaking at an analyst conference in San Francisco last year. "In the PC microprocessor world, which is not real-time, you watch an hour-glass while you wait for processing to be done. In the DSP world, you get the end results without even being aware of the processing steps. Digital signal processing is the engine that enables this real-time digital revolution."

"We believe the market

demand for DSP solutions will explode. It's safe to say that if you look ten years ahead, many of the DSP applications that will be common then haven't even been invented today," added Mr Englehart.

### Strategy

TI has essentially bet the company on DSP and now holds about 45 per cent of a fast-growing market, according to figures from Dataquest, the US market research group. TI has more than 100 software engineers working on new DSP algorithms and it has established a \$25m venture capital fund which has already made investments in small startup companies developing key DSP technologies.

The real key to effective use of DSPs will be their integration into system-on-a-chip type products. These

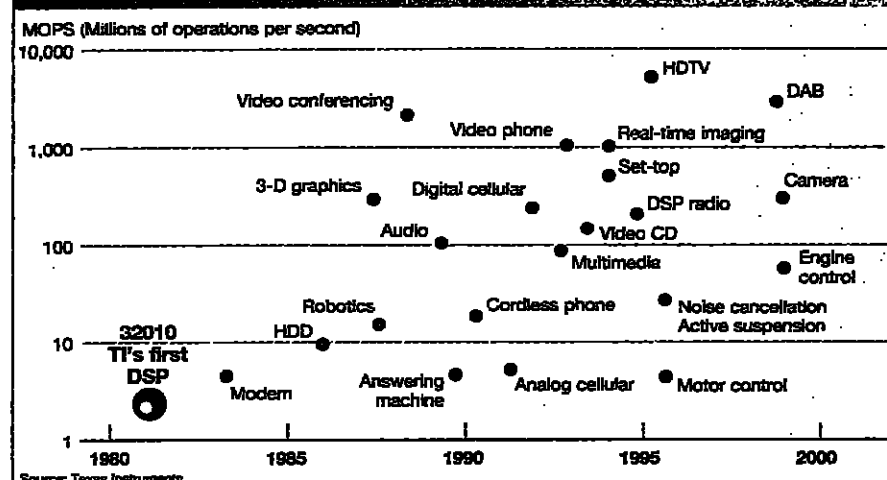
will combine DSP cores with other chip functions, all on the same chip.

"It is very difficult to build such integrated chips," says Nathan Brookwood, senior chip industry analyst at Dataquest. "The reason is that debugging and testing such chips is difficult and time-consuming because you have to perform so many different tests."

Despite these challenges, TI, Lucent, Motorola, National Semiconductor, LSI Logic and others are pushing ahead with their system-on-a-chip plans.

Those companies that are successful will be able to offer powerful chips which include DSP, microprocessor, memory and logic functions on a single chip at relatively low prices. This will spark a boom in the manufacture of a wide range of low-priced digital consumer electronics products.

### Growth in DSP applications



CUSTOMISED CHIPS • By Tom Foremski

# Big prizes but high risks in system-on-a-chip projects

With a worldwide shortage of highly skilled chip designers, companies attempting system-on-a-chip projects face substantial challenges in terms of time and money

Thanks to the relentless advance of Moore's law – named after Intel co-founder Gordon Moore's observation that the number of transistors on a chip doubles about every 18 months – it is now possible to shrink entire motherboards containing dozens of chips on to a single chip.

These custom and semi-custom chips, sometimes referred to as system-on-a-chip or application specific integrated circuits (ASICs) represent considerable cost savings when manufacturing high volumes of an electronic device. After all, it is simpler to assemble a product with one or two large ASICs than it is to build and test products with several dozen chips.

System-on-a-chip devices have been around for some time, but now with advanced chip production techniques, it is possible to build such chips with more than 8 million transistors, effectively shrinking several boards worth of chips into a tiny sliver of silicon. And by the year 2000, it will theoretically be possible to build sys-

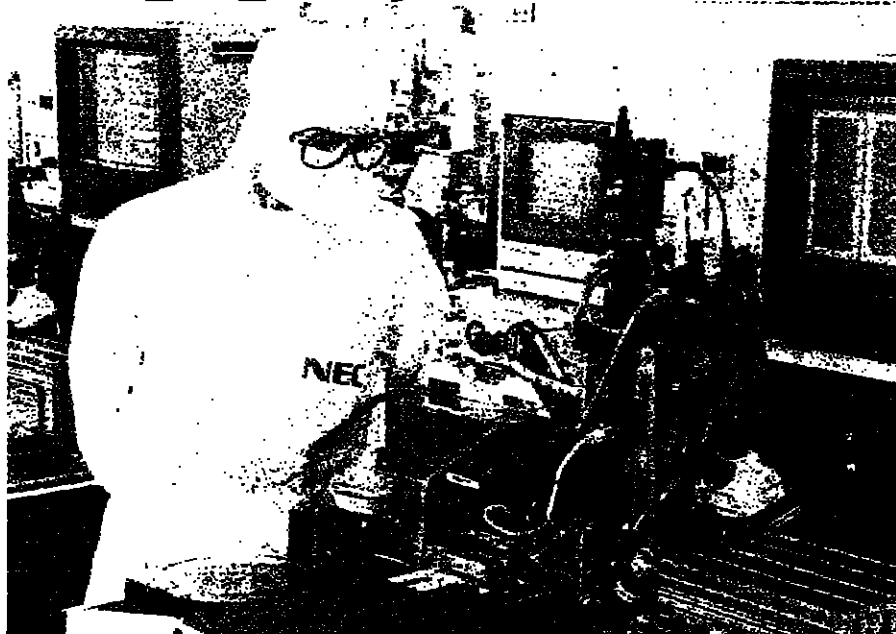
tem-on-a-chip products with as many as 100m transistors, predicts the US market research firm, Dataquest.

Analysts estimate that the system-on-a-chip market will be worth about \$15bn by 2001 from about \$4bn this year. The leading suppliers in this market include companies such as IBM, LSI Logic, VLSI Technology and Lucent Technologies.

But designing and manufacturing a system-on-a-chip is one of the most challenging projects facing semiconductor companies. The reason is that combining different functions on to the same chip requires sophisticated software design tools that can also simulate the operation of the finished chip.

Manufacturing such chips also requires the latest and most expensive chip manufacturing equipment and then there is the testing of the chip, a huge challenge in itself.

On top of this, there are the marketing challenges, explains chip design consultant Ron Collett, president of Collett International. "Prod-



Producing a system-on-a-chip is one of the most complex problems facing semiconductor companies

ucing a system-on-a-chip is extremely complex, expensive, time-consuming – and risky. You need to identify a market and a product that can be produced in very high volumes to make it work. And it is exceedingly difficult to determine what will be a high-selling product two years into the future."

The big trend toward system-on-a-chip production, has led to the creation of the Virtual Socket Interface (VSI) Alliance. This is an attempt to create a market for chip designs that can be licensed to companies working on a system-on-a-chip project, so that they can buy a disk drive interface component, for example, instead of having to design that function themselves. This speeds up design times and reduces the cost of the project.

The goal of the VSI Alliance is to develop and promote open standard specifications related to data formats, test methodologies and interfaces, that will allow companies to mix and match blocks of integrated circuit functions, known within this context as intellectual property (IP), from many different sources.

But creating a system-on-a-chip from an IP library is not as easy as it seems, warns Will Corrigan, chairman of LSI Logic, one of the most successful system-on-a-chip companies. Speaking at the IP Forum conference in Japan, last October, Mr Corrigan said that LSI has consistently underestimated the complexity of system-on-a-chip designs despite its extensive experience in this market. He estimates that high-end designs have taken five times more engineering man-hours than first estimates.

LSI has produced the mar-

ket's most successful system-on-a-chip product so far, providing Sony with the ASICs for its popular PlayStation video game console. LSI is also working on chips targeting digital cameras and digital TV sets.

The key reason for the difficulty in this chip design projects is that the chip design tools, known as Electronic Design Automation (EDA) software, is unable to easily handle such large projects. With a worldwide shortage of highly skilled chip designers, companies attempting system-on-a-chip projects face considerable challenges in terms of money and time and must execute their projects perfectly if they are to succeed in their efforts.

"There has been a design gap for some time," points out senior analyst Bryan Lewis, head of Dataquest's ASIC research program. "Companies would be able to design system-on-a-chip products with much higher numbers of transistors if they had the design tools available."

Mr Lewis says that efforts such as the VSI Alliance will help reduce design costs which can run to more than \$1m for a first generation device but it will take a year or more before the technical and legal issues are settled. Cadence Design Systems, the leading developer of chip design tools, is working on developing the tools that system-on-a-chip designers need, especially tackling the verification issues which test to see if a design will work as planned.

"We are at a critical point in the evolutionary process for realising advanced systems in silicon with next-generation products."

"However, the complexity

of these devices has created a massive verification crisis that spans across system and chip domains," says Jack Harding, senior vice president of Cadence's strategic business group.

Cadence has been making big investments in new software tools and in chip design centres that can help companies with their system-on-a-chip projects. It recently announced that it will open a large chip design centre in Scotland that will employ as many as 1,900 staff.

European chip companies such as Philips Semiconductors and SGS-Thomson have contracted with Cadence to provide some of the tools they need for their system-on-a-chip projects. Philips, for example, recently signed a \$30m deal with Cadence.

One of the most ambitious system-on-a-chip projects now under way is National Semiconductor's efforts to shrink a powerful PC system onto a single chip – see *National Semiconductor profile, page 11*.

National acquired Cyrix, which has a family of Intel compatible microprocessors and it has also acquired key technologies from other companies. The goal is to be able to develop a chip that could be used to produce PC based devices that would sell for as little as \$200 and open up a potentially huge consumer electronics market.

Even though there are significant challenges ahead, system-on-a-chip products are being produced that push the boundaries of current technology and will result in lower prices for a wide range of consumer electronics devices ranging from wireless communications devices to entertainment systems and PC-type devices.

CHIP DESIGN TOOLS • By Philip Manchester

# Rising complexity brings headaches for chip designers

Within a decade, producers may be putting 100m transistors on a single chip

More than 30 years ago when Intel co-founder Gordon Moore said that chip complexity – and power – would double every two years, his assertion was greeted with scepticism. But the prediction was accurate enough to become enshrined as one of the few genuine 'laws' governing computer development.

Moore's Law (see report, pages two and six) is now accepted as the guiding principle of increases in chip power. The power and complexity of modern chips such as the Intel Pentium Pro – with more than 5m transistors and a processing power of more than 100m instructions per second – bears out Moore's prediction.

If the law continues to hold true – as expected – we will see 100 million transistors on a single chip within a decade.

While this astonishing improvement in power has brought many benefits in the form of more powerful, less expensive computers, it has also become a growing nightmare for chip designers. The complexity of modern chip designs demands tools to cope with the problems.

"Twenty years ago, the designs were relatively simple – designers could think of the chip as being like a circuit board. But now the complexity is so great you have to design a new chip on a computer," says Andrew Patterson, technical director of Analogy UK, an electronic design automation (EDA) specialist.

"Not only is the complexity so much greater – the investment needed to build a new chip is so high, that you need to get as much of the design as possible sorted out before you start producing the chip," adds Mr Patterson.

Modelling chips is now so complex that designers are having to take a higher level view of the design – just to cut the time it takes to create it. "You could model every transistor in the circuit, but it would take weeks to simulate," he says. "If you take a high-level functional view, you can cut the simulation time to reasonable levels."

Aidan Kelly, an engineer at IBM Micro-electronics in



Gordon Moore, chairman emeritus of Intel: his predictions on chip power have proved to be remarkably accurate

Sweden confirms this view: "On the one hand, the more complex physical design makes things difficult. But on the other hand, the sheer volume of things that need to be verified in a design causes all sorts of problems. You have to allow for a timing budget and noise budget because of the level that you are working at. We have been working with our industry partners like Synopsys to enable our design tools to cope with the problems."

The physical layout of chips borders on the limits of the laws of physics, he says. "We are talking about four or five layers of metal on chip and soon we will be measuring the width of the 'linking wires' in atoms."

As if the complexity and scope of modern chips were not enough, another trend in design – towards the ideal of a complete system on a single chip – introduces yet more problems for the designer.

"If you take something like a mobile phone, the trend is to have less and less chips in the device. This means you have to combine both digital and analogue processing within the same chip. So over the last ten years we have had to build tools that can simulate both," explains Mr Patterson of Analogy.

The trend towards complete systems does, however, mean that design engineers can take advantage of existing tried-and-tested circuits. In the same way that software production is being revolutionised by re-use of software code, through new

of object-oriented design technology, semiconductor production can also gain benefits.

"Engineers are learning to re-cycle design components so you can put a chip together with building blocks – the same way that you would assemble a motor car. A large part of our market is for customers who are building application-specific integrated circuits (ASICs). They use class libraries of circuit designs to build their custom chips," Mr Patterson explains.

ASICs are chip templates with many of standard functions built into them. Manufacturers can use them as the starting point for a custom-built chip and cut their design effort substantially. The emergence of standard modelling languages such as the US Institute for Electronic and Electrical Engineering's (IEEE) VHDL will help designers to re-use designs from different sources more effectively.

In June, the IEEE is expected to publish details of extensions to VHDL to accommodate mixed-signal chips and bring forward the day of the 'system-on-a-chip'.

The world market for mixed-signal chips is growing quickly because of the demand for devices such as scanners and digital cameras. Europe represents about 35-40 per cent – but the Asian market is coming up quickly too," says Mr Patterson. The result is that designers will need to make even greater use of EDA tools as Moore's Law's relentless growth in complexity continues.

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CHIP MANUFACTURING By Mark Vernon

# Producers are for ever breaking new barriers

Semiconductors manufacturers have a long history of 'doing the physically impossible'

Moore's Law, which states - in its most quoted paraphrase - that the number of components that can be packed on a computer chip doubles every 18 months, while the price stays the same, has held true for more than 30 years.

The law has remained true, thanks largely to innovations in semiconductor fabrication technology, comments Richard Gordon, industry analyst at Dataquest.

Even now, Moore's legendary law shows no signs of being rescinded and - in spite of challenges - semiconductor developers are in confident mood. However, the battle to achieve exponential levels of progress is being fought on at least two fronts. Firstly, reductions in transistor feature size and, secondly, increases in the silicon wafer size from which chips are cut.

State-of-the-art technology is moving from the laboratory to fabrication plants - known as 'fabs' - involving investments of billions of dollars.

The first trend concerns the use of copper instead of aluminium for chip circuitry, and the second the switch from 200mm to 300mm diameter silicon wafers, as the standard.

The use of copper is led by IBM which expects to see volume production by the turn of the century. The reason for switching to copper is that it is a better conductor of electricity, which not only means faster chips, but ones with lower power consumption and better thermal performance, important in the fastest growing applications sector such as mobile phones and PCs.

At dimensions of below 0.20 microns, IBM predicts that chips will show between 30 and 40 per cent better performance compared to aluminium. But the ability to replace aluminium in this way is a considerable achievement since, in its natural state, the metal is absorbed into silicon over time, disrupting the functioning of the chip.

IBM also predicts it will be able to reduce manufacturing costs by around 20 per cent with the introduction of copper because of a reduction in the number of processes required during manufacture.

As a result we are going to be able to put more than 150m transistors on to a chip, which represents something like the power of 30 Pentiums and is essential for advances in application-specific integrated circuits and the move towards 'the system on a chip', concludes Rupert Deighton of IBM Microelectronics, Europe.

The move to 300mm wafers poses daunting, if not insurmountable, problems. In the mainstream semiconductor industry, those that ultimately succeed are those with the lowest die cost. Therefore, investment in 300mm wafer capability by a semiconductor vendor is absolutely essential because it allows more die per wafer, reducing the cost to manufacture a single die, explains Richard Gordon of Dataquest.

The issues break down into three key areas: technical readiness, business justification and strategic advantage. On the issue of technical readiness, it is not so much the high technology which presents the toughest challenge, such as cross-wafer uniformity and stable temperature profiles, as simply transporting the wafers around the plant.

Fabs are built from the ground up and even the smallest miscalculation in designing the flow can lead to substantial losses further down the line. Most processes are not yet fully automated, and moving 300mm wafers 1mm thick requires answers to basic questions on handling, apart from all the other issues involved in the manufacturing processes.

When it comes to the business justification, it is question of the number of chips that can be cut from one wafer. More than twice the number of chips can be cut from a 300mm silicon wafer as from a 200mm, with more than 250 chips per wafer needed to justify using any given size.

On the one hand, this implies that 1GB D-Ram chips will need to be produced from the larger size of substrate, but on the other hand it means that the volume of chips needs to be high to meet the extra costs, and would currently only be met by D-Ram demands.

The third issue is the strategic one, positioning investment in a fab against competition. What it comes down to is that no-one wants to be first with a new production, since that would mean expensive testing and debugging which could quickly be learnt from others, in what is a 'transparent' industry. Against this wait is the fact that market prices of individual devices fall by at least 20 to 30 per cent a year, a point that bears heavily on manufacturing costs, which are high.



Pioneers of 50 years ago: Dr Walter Brattain, left, with Dr William Shockley, seated, and Dr John Bardeen, inventors of the transistor at Bell Labs in December, 1947. The trio received the Nobel Prize in Physics in 1956 for their discovery of the transistor effect.

Producers need to be almost first in order to benefit from the higher prices in the market at that time," says Mr Lamouche. "But to be the very first is high risk. The 'decision window' is very narrow."

The first volume 300mm manufacturing is expected in the next four or five years. Looking to future technical hurdles facing the industry, one that will appear within about five years is the 0.1 micron limitations of today's photo-lithography. The industry is now evaluating alternative methods of patterning wafers, such as e-beam and x-ray techniques, but no clear direction has yet come to the fore, observes Mr Gordon.

This is primarily because no other technique has been able to rival throughput rates and technical feasibility of optical techniques. But the ingenuity of the industry, to say nothing of the vast sums it absorbs, has risen to the challenge in the past, even amidst claims that it is not physically possible. And it seems likely that it will do so again.

"Dr Gordon Moore, chairman emeritus of Intel Corporation, is the originator of the Moore's law, named after him in 1965. Essentially, the law implies that computer power per dollar doubles every 18 months."

SUPPLY CHAIN ANALYSIS By Louise Kohler in San Francisco

Intel is in a league of its own. The world's largest chipmaker, with a market value of more than \$134bn, the Silicon Valley powerhouse produces most of the microprocessors used by the global personal computer industry.

The huge scale of Intel's operations dwarf those of most semiconductor rivals. The company ended 1997 with annual sales of \$25.1bn, up from \$20.8bn in 1996. With gross profit margins of close to 60 per cent, the company generates cash at a rate far exceeding that of any of its competitors.

It enables Intel to spend heavily on research and development as well as on new plants and equipment. This year, for example, Intel has research and development budget of \$2.8bn and plans to spend an additional \$5.5bn on new production lines, three times that of any other semiconductor maker.

Even the dominant market share of Intel's Pentium microprocessors and the rapid pace at which the company is pushing forward with new technology developments, it may appear that the company's leadership is insassailable.

Yet changes in the personal computer market are creating new challenges for Intel that might trim its future growth. In particular, the emergence of the "basic PC", which sells in the US for under \$1,000, has forced Intel to rethink its strategy. Until now, despite the complexity of its products, Intel's strategy has been simple. The company relentlessly improves upon the performance of its microprocessors so that the PC bought a year ago, or even six months ago, is quickly overshadowed by new models with faster engines.

With the introduction of each new generation of microprocessors, Intel would drop the prices of older versions so that PC prices remained quite stable while performance increased rapidly.

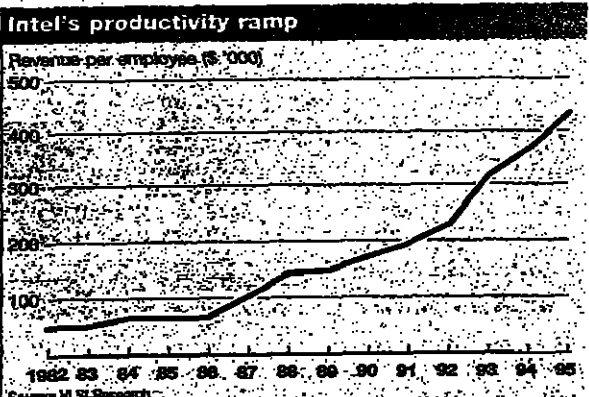
Microsoft and other software companies have aided Intel by developing ever more complex programs that require the latest PC hardware. Then along came the "basic PC" - typically based on a less powerful microprocessor from one of Intel's rivals. At first, Intel dismissed the significance of this new competition. "Who

## A Silicon Valley powerhouse

With the largest chipmakers in Japan and Korea now struggling with economic turmoil, there are few companies that could seriously challenge Intel's dominant role in the world's semiconductor industry



Intel has realigned its product groups to reflect a new strategy to 'embrace all segments' of the computer market, says Andrew Grove, chairman and chief executive



would want a less capable PC?" Intel asked, rhetorically. But the price was right and millions of buyers flocked to purchase the bargain PCs. Last year an estimated 25 per cent of personal computers sold in the US were in the under-\$1,000 price category. The growth of this new market segment caught Intel by surprise, forcing the company to reassess the situation. Intel could

offer its older microprocessors for use in these PCs, but that would put a dent in the company's vaunted profit margins. Instead, the company recently announced plans to develop microprocessors specifically designed for use in lower-priced PCs.

In November, Intel realigned its product groups to reflect the new strategy. Intel would "embrace all segments" of the computer market, said Andrew Grove, chairman and chief executive. By mid-year it plans to offer a version of its latest Pentium II microprocessor for low end PCs. The company will shave the cost of its highest performance microprocessors by taking out costly memory chips that accompany the current version. This will put the Pentium II in the same price range as slower chips from competitors.

Intel is also developing new "chip sets" - devices that work with the microprocessor - that further reduce costs by squeezing the functions of a PC into fewer chips.

Another cost-reducing trick up Intel's sleeve is to switch functions currently performed by chips into software that can be run on the microprocessor. While this increases the workload on the central processor, it means that even cheap PCs will need Intel's high performance microprocessors.

Even as Intel shifts gears to address the "basic PC" market, the company is also aiming to ensure that its chips are used in a new generation of television set-top boxes. These units, which are expected to sell for about \$200-\$300, will enable cable TV viewers to receive digital television pictures and internet services and they represent a potentially huge new market.

While lower-cost PCs and set-top boxes may boost Intel's sales, analysts predict that the company's profit margins will decline as it moves into these very cost-sensitive markets.

However, Intel plans to compensate for this shift by expanding its sales of very high performance chips with much faster profit margins.

Already, Intel's Pentium II chips are being used in computer workstations and in multi-processor servers. In the workstation market, computers based on Intel chips and running Microsoft's Windows NT operating system are displacing those with proprietary technologies and the Unix operating system.

Intel has also made significant inroads in the server market. Last year, the majority of servers selling for under \$25,000 were powered by Intel microprocessors.

In 1998, Intel will launch a new generation of microprocessors, code-named Merced, that will be aimed at higher end servers. Hewlett-Packard, the second largest US computer company, is collaborating with Intel in the development of Merced and plans to base its future products on the Intel chips.

Several other computer manufacturers, including Digital Equipment, also see Merced playing an important role in their future products.

By 2001, Merced will enable Intel to achieve a 41 per cent share of the market for microprocessors used in high end computers, analysts at International Data Corporation, a market research group, predict.

This would establish Intel chips as the dominant standard for servers and make Intel the top "engine builder" for the entire computer industry; a role that no other chipmaker can even aspire to.

With the largest chipmakers in Japan and Korea struggling with economic

turnover, there are few companies that could seriously challenge Intel's role. Even if another chipmaker came up with a better microprocessor design, none has the production capacity to match Intel.

However, Intel's growing dominance in the microprocessor market could make it more vulnerable to antitrust challenges, such as those currently facing Microsoft. Already, Intel is under investigation by the Federal Trade Commission, although it appears unlikely that the company will be charged with any wrongdoing.

Still, to achieve its "Intel inside everything" goal, Intel must produce a flawless Merced, with none of the bugs that plagued its original Pentium chips. The company may also have to weather a year or so of slimmer profits as it addresses the immediate need for lower-priced chips to service the "basic PC" and TV set-top box markets before Merced profits emerge.



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## 10 THE SEMICONDUCTOR INDUSTRY: Market segments

THE ASIAN DOWNTURN • By Michio Nakamoto in Tokyo

## Nervous year ahead for Japanese producers

For most of Japan's semiconductor manufacturers, which depend heavily on memory chips for profits, the impact of the market downturn has been serious

When Mitsubishi Electric announced that it would halt fabrication of 4-megabit dynamic random access memory chips in the US, the news highlighted the difficulties Japanese semiconductor makers face amid the downturn in the market.

For a company belonging to the powerful Mitsubishi group, and one that prides itself as one of Japan's five leading semiconductor makers, the decision to close the 4-megabit line would have been a painful one.

But the situation in the semiconductor memory chip market has become such that only the strongest can survive. Analysts note that Mitsubishi's decision was inevitable, given that the company does not have the economies of scale to compete with the likes of NEC and Toshiba.

With prices of D-Rams down sharply over the past few years and demand from their leading customers also slowing, Mitsubishi is not alone in feeling the

heat.

The price of 16-bit megabit D-Rams, for example, has plunged about 60 per cent in the past 12 months. For most of Japan's semiconductor manufacturers, which depend heavily on memory chips for profits, the impact of the market downturn has been devastating. PC shipments in Japan fell nearly 8 per cent in the first half of this year, affecting demand for semiconductors.

In this environment, all of the top five semiconductor manufacturers, with the sole exception of NEC, are expected to post losses in their semiconductor businesses this year for the second year running.

The total recorded losses of Japan's five largest semiconductor manufacturers are estimated to reach ¥29bn, according to Noriko Oki, industry analyst at Morgan Stanley Dean Witter in Tokyo. If an accounting change at Mitsubishi Electric is not included, the losses would be as

much as ¥50bn to ¥55bn, she notes.

Mitsubishi Electric admits that its losses could be larger than the forecast consolidated net loss of ¥10bn for the year. Analysts note that other companies are likely to come out with revisions as the year-end approaches.

In a bid to ameliorate the impact of cyclical sharp price declines in the D-Ram market and cut their losses, companies are racing ahead to develop more advanced products.

After efforts to differentiate themselves from competitors in South Korea and Taiwan by shifting to 16-megabit technology proved futile, Japanese semiconductor makers have been rapidly expanding output of more advanced 64-megabit chips.

In the production of 64-megabit chips, the leading Japanese companies have been able to jump ahead of other, so-called second-tier companies, notes Yoshiharu Izumi, industry analyst at UBS Securities in Japan. "In 64-megabit D-Rams and other advanced products, Japanese companies have taken the lead and the gap is still wide," he says.

Meanwhile, in an on-going programme to reduce their dependence on memory chips, which still account for a sizeable proportion of their profits, Japanese companies are beefing up their non-memory operations.

NEC's expected ability to buck the trend this year and report a profit in its semiconductor business, rests on its lower reliance on memory chips, notes Mr Izumi. "The difference between companies that will be able to make a profit and those that will not depends on whether or not they make profits in non-memory products," he points out. NEC, which is the second largest semiconductor producer in the world, after Intel of the US, has profitable businesses in non-memory products such as analog and discrete as well as memory-embedded processors used in PC peripherals, video games and mobile phones.

In its bid to expand its non-memory businesses, NEC recently agreed a wide-ranging tie-up with Philips, the Dutch company, to develop microprocessor used in consumer and communications applications. The market is expected to grow on the back of the increasing



Samsung of Korea offers chip foundry facilities to 'fab-less' design houses with no internal production capabilities

sophistication of consumer products and communications equipment, says NEC, which has a leading 40 per cent share of the combined 32-bit and 64-bit Reduced Instruction Set Computer (RISC) processor market, according to industry estimates.

Hitachi has also linked up with SGS-Thomson Microelectronics in the microprocessor field where it claims its SuperH architecture is the market leader in the 32-bit RISC market.

The market for such products is likely to grow from about 20 per cent of the leading Japanese companies' revenues from semiconductors to more than 50 per cent within 3 years or so, Mr Izumi believes. In the meantime, however, until the D-Ram market

picks up, the Japanese industry is likely to suffer a nervous year ahead. With Korean companies expected to cut back on investment due to the impact of their currency crisis, analysts believe supply will tighten again to support prices. But it will take about a year for the impact of Korean cut-backs to be felt. As a result, Japanese companies are, on the whole, unlikely to be able to make profits on semiconductors in the next financial year beginning April, Mr Izumi believes. At best, with the help of more stable prices, they will be able to cut back their losses, he says.

Given the difficulties they face in their main memory market, it is not surprising that Japanese companies have become more

eager to try to wrest what profits they can from royalty payments. Just as US companies, most notably Texas Instruments, took many a Japanese semiconductor company to court over alleged patent infringement, a growing number of Japanese companies are showing a greater willingness to take legal action against those they believe have infringed their royalty rights.

NEC has taken Hyundai Electronics to court in the US over alleged infringement of its D-Ram manufacturing technology patents. Mitsubishi Electric and Fujitsu, meanwhile, have taken legal action against Samsung, which they claim infringed their patents related to memory products.

TAIWAN • By Laura Tyson in Taipei

## Hub for chip foundries

The growth in Taiwan's chip testing and packaging market is expected to outpace the foundry sector this year

The growing trend of outsourcing in the microchip industry is benefitting Taiwanese chip-makers despite fears of competition from neighbouring countries troubled by the Asian financial crisis.

Taiwan's strength lies in foundry chip-making, those chip plants - or 'fabs' in industry parlance - that produce integrated circuits according to the blueprints provided by 'fab-less' design houses that have no internal manufacturing capability.

With nearly a 45 per cent combined market share, Taiwan is now the world's leading location for dedicated foundry chip manufacturing. An industry pioneer, Taiwan Semiconductor Manufacturing, best-known as TSMC, leads the way with a 24 per cent forecast for world market share this year. And upstart United Microelectronics (UMC) is not far behind with a 20 per cent share, according to estimates by the securities house, BZW-CSFB.

Taiwan's foundry sector was quite strong last year and should do well this year, too, although orders from US design houses have slowed somewhat due to uncertainty over Asia's financial meltdown, says Lin Chih-tung, an electronics analyst at SBC Warburg.

The crisis has only lightly buffeted Taiwan but caution is prevailing as concerns over the impact on the US market grow. Nonetheless, TSMC is still running at full capacity and UMC is at nearly full capacity. The

impetus behind the spectacular success of Taiwan's foundry segment over the last decade is the rising costs - and inherent risks - of the chip industry.

The industry's leading integrated chip-makers - those that both design and manufacture chips, called integrated device manufacturers or IDMs - are finding the costs of investing in new plants needed to upgrade technology and remain

needed to build a fab, market conditions may have changed, rendering the product - and the plant - obsolete. For this reason, IDMs such as Intel, Motorola and AMD, all US concerns, are increasingly reliant on outsourcing to Taiwanese chip-makers.

Outside of Taiwan, the only successful foundry is Singapore-based Chartered, with a 3-4 per cent market share. Standard's prices are lower but it cannot match the Taiwanese foundries in the crucial "yield" factor - the percentage of usable wafers.

Other chip-makers, such

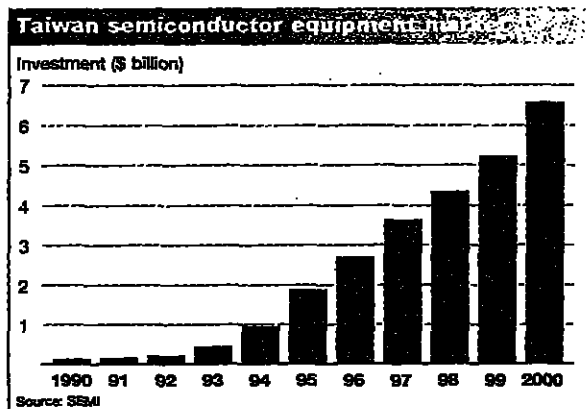
even if the market is in an over-supply situation," says Andrew Lu, an electronics analyst at BZW-CSFB.

These two companies will continue to be successful because the barriers to entry in chip-making are high. Not only is it a capital-intensive field, but the technical and quality standards are extremely rigorous. Extensive experience in running the fab is needed to win the necessary customer base and a reputation for quality. Taiwan's wafer packaging and testing industry - known as the "back-end" part of the chip business - is growing very fast. These companies take the silicon wafer, on which the chip circuitry has been implanted, cut it up into individual chips and package them.

This service is also benefitting from the outsourcing trend, and nowhere more so than in Taiwan, where it is helped by the growing foundry business. Unlike the chip-makers themselves, the business of the tester/packager is dependent only on volume, rather than on volatile swings in price due to supply and demand.

Growth in Taiwan's testing and packaging sector, whose biggest service providers are ASE and Siliconware, is expected to outpace growth in the foundry segment because the market share is still relatively low. Often, the IDMs outsource under a turn-key operation, in which the foundries and the packaging and testing company co-operate to produce the final product.

□ Taiwan's production of D-Ram chips: see page 7



competitive are increasingly prohibitive in view of the risks.

Until recently, the industry standard for a silicon wafer - the raw material for chips - was 8-inches in diameter. The cost to build such a fab was about US\$1.3bn. Now the industry standard is 12-inch wafers, for which a new fab costs \$3.5bn.

Due to the chip industry's punishing boom-and-bust cycles for which it is notorious, there is a big risk that during the 18 months

as Korea's Samsung, offer foundry services on a part-time basis. But because they need to produce their own chips, they cannot be relied upon to have production capacity to spare during peak periods. Thus, the fabless design houses prefer to turn to dedicated foundries such as TSMC and UMC despite the price premium, which has widened following the depreciation in the South Korean won.

"TSMC and UMC can always get the best clients

EUROPEAN CHIP MANUFACTURERS • By Paul Taylor

## A remarkable turnaround

Semiconductor sales in Europe are projected to grow to \$33.5bn this year

In the early 1990s, most semiconductor industry watchers were ready to write off the indigenous European industry. Europe's leading semiconductor manufacturers were losing money and seemed destined to slip ever further behind their US and far eastern rivals in terms of both technology and competitiveness. But over the past five years there has been a remarkable turnaround - "the European industry has been revitalised," says Ulrich Schumacher, chief executive of Siemens Semiconductors. "We have closed the gap in terms of technology. We now can produce at as low cost as the Koreans can."

Walter Roessger, vice president of Semiconductors Equipment and Markets International (Semi) in charge of the trade association's European operations, is somewhat more cautious, but he agrees "there is more light in the tunnel in Europe."

This more positive outlook is also reflected in the performance of Europe's semiconductor equipment manufacturers which include companies such as Netherlands-based ASM Lithography, a leading producer of the photolithographic equipment used by semiconductor manufacturers.

Although Europe slipped behind the US, Japan and the Asia Pacific region in terms of its share of the global semiconductor market last year, according to the

Electronic Times Global Semiconductor Market Report, year-on-year sales continued to grow.

Europe accounted for \$28.6bn or 20.1 per cent of the \$142bn world market last year, according to the report. Semiconductor sales in Europe are projected to grow to \$33.5bn this year and \$47.9bn in 2000.

Roland Andersson, National Semiconductor's general manager for Europe, says the European market for semiconductors has been driven by mobile communications - both wireless handsets and network infrastructure - and the need for higher bandwidth and throughput. "PC sales have also been strong in Europe and we believe this will continue," he says.

The need to be close to customers has encouraged leading semiconductor manufacturers and service companies to site both manufacturing and research and development activities in Europe and in Britain, in particular.

Aside from a wave of inward investment by both US and Asian/Pacific semiconductor groups including Intel, Motorola, Texas Instruments, Fujitsu and Hitachi, Cadence, the semiconductor design and tools group, has announced plans for a new collaborative research and development center to focus on 'system-on-a-chip' products in Scotland.

"The market for both design services and tools in Europe is very robust," says Jack Hardy, Cadence's new chief executive. Scotland's streamlined legal system and the relative ease of negotiating the type of licensing deals which system-on-a-chip products are expected to require, were important fac-

tors in deciding to site the facility there, said Mr Hardy.

"At the end of the day, our customers just want to get their products to market. They don't care if its developed in San Jose or Scotland," he said.

"Despite the market concerns (reflecting economic problems in Asia), the European semiconductor companies remain positive on the long-term outlook for the industry and are focusing on new product developments and partnerships," noted Morgan Stanley Dean Witter analysts, recently.

For Philips and SGS-Thomson, two of Europe's leading semiconductor manufacturers with estimated chip sales last year of

\$4.26bn and \$4.7bn respectively, the analysts note that the focus on new products appears to be on multimedia and digital consumer applications such as set-top boxes. This is highlighted by Philips' recently announced co-development partnership with Japan's NEC, under which the two companies will develop integrated chips mainly for consumer applications.

Separately SGS-Thomson - the Franco-Italian chip maker which has staged a dramatic turnaround under Pasquale Pistorio, chief executive - announced an agreement in December with Hitachi to jointly develop integrated semiconductors

for the consumer electronics market.

In both cases, the Japanese partners will contribute their 64-bit processor core technology while, in the case of the SGS-Thomson partnership, the European company will provide its know-how from its strength in the micro-controllers used in hard disk drives, set-top boxes and engine management.

"In the light of these partnerships, the competitive landscape is changing," say the analysts. "It seems like the D-Ram manufacturers in Asia are trying to roadeen out into new areas partly through these types of partnerships."

"SGS-Thomson still believes it has considerable advantages over the competition especially as the industry moves to more systems on a chip solutions. Similarly, Philips is focusing more on integrated chip solutions and expects to leverage its strength in consumer applications such as digital TV."

Meanwhile, Siemens, the other main European semiconductor manufacturer and a leader in areas such as telecom chips and smart cards, has been investing heavily and building its own string of partnerships with Toshiba, International Business Machines and Motorola - partnerships which Mi Schumacher says indicate that the group, "is now on a par with the leaders in D-Ram production and getting to the same point in terms of logic."

Last year, the group, which had estimated chip sales of \$3.3bn last year, according to VLSI Research, spent about \$1.73bn on

Continued on facing page

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PRODUCER PROFILE: NATIONAL SEMICONDUCTOR By Geoffrey Wheelwright

# 'Huge potential' of Cyrix deal

Now that National Semiconductor has acquired Cyrix, the PC chip-maker, the company has bold plans to 'put a whole PC on a chip'

Brian Halla appears to be a happy man these days. The 51-year-old chairman of the board, president and chief executive officer of National Semiconductor Corporation believes that he is one step ahead of the competition after pulling off a series of big acquisitions over the past 18 months.

Mr Halla says that, as a result of these acquisitions, his company, which enjoyed revenues of \$2.5bn last year, is now better able to take full advantage of what he suggests will be a vast market for computer processors that offer a complete "system on a chip".

Particularly vital to his strategy is National Semiconductor's acquisition last year of the personal computer chip-maker, Cyrix Corporation. This purchase has given National Semiconductor a strong chance to better compete against Mr Halla's former employer and current arch-rival, Intel Corporation.

The latest evidence of this improved competitive position came in the middle of last month when the company announced that it had successfully produced Cyrix 6x86MX processors on 0.25 micron process technology at a pilot manufacturing

facility in Santa Clara, California. Simply put, it means that National Semiconductor is now positioned to begin manufacturing "state of the art" Intel-compatible computer processors this summer which, it says, will offer performance comparable to Intel's Pentium II flagship product.

While Cyrix has been producing Intel-compatible chips for years, it has always been hampered by the fact that it did not own its own chip manufacturing plants. This limited the speed with which new processors could be brought to market, as Cyrix needed to book capacity at the chip "foundries" of other semiconductor makers, and it also limited to the amount of proprietary design that could be carried out, since Cyrix had to design products that were sure other foundries could manufacture on its behalf.

Now that Cyrix is owned by National Semiconductor, which can provide it with "home grown" manufacturing capacity to complement existing foundry agreements with key producers such as IBM Microelectronics, a much more aggressive stance on both performance and "time-to-market" can be

taken by the company.

National says it expects to continue its foundry agreement with IBM Microelectronics, which is currently making this Cyrix product. In addition, the company says it also has agreements with foundries in Asia to make 6x86MX chips. The company suggests that available capacity for the Cyrix processor is expected to be well in excess of 10m units in 1998.

And by using this 0.25 micron design, the company says it has achieved a big breakthrough over previous technologies, reducing the chip size from 150 sq. mm to 88 sq. mm. (A micron is about 1/25,000th of an inch, making the circuits on this design about 200 times smaller than the width of a human hair).

Smaller "line widths" on the circuits should allow National Semiconductor to increase revenues by squeezing more chips on to every silicon wafer produced.

According to Mr Halla, even the company's Cyrix 6x86MX chip has given it a real edge in the market for low-cost personal computers. Recent industry figures suggest that about 40 per cent of the desktop PCs sold in the US in the final quarter were in the under-\$1,000 price category - yielding a growing market opportunity for Mr Halla.

"The architectural design,

compact size, and low power consumption of the 6x86MX chip make it ideal for the rapidly-growing sub-\$1,000 and \$1,500 mid-range desktop PC marketplaces," he says. The longer-term opportunity is for devices that go well beyond today's standard processors and include everything from sound functions

## Man at the top at National Semiconductor

□ Brian Halla, 51, chairman, president and chief executive. Before joining National last May, he was executive vice president of the product group at LSI Logic, responsible for the company's ASIC business, plus its portfolio for selected vertical markets, including networking, telecoms, digital video and computer system logic. □ Prior to joining LSI Logic, he was director of marketing for the Microcomputer Group at Intel. Mr Halla holds a BSEE degree from the University of Nebraska.

to sound to optimisation for playing downloaded videos, he suggests.

Many of these functions are already included in the Cyrix processors that have been quietly seizing market share from Intel in the under-\$1,000 home and small

business market used by market leaders such as IBM and Compaq in some of their latest systems.

He predicts that in the near future "system on a chip" will be in huge demand as a vital component of a new range of "smart appliances" - the market for which he suggests might be at least as big as today's desktop PC business.

The Cyrix acquisition was a key part of trying to make that dream real and, from the time the deal was announced last July to when it received final approval four months later, Mr Halla was worried that "someone else would see the huge potential offered by Cyrix and scupper the deal with a better offer".

He adds: "Timing was so perfect that I was so nervous right up until the deal closed that someone would try and steal the deal out from under us," suggesting that arch-rival Intel missed the boat in not preparing for the low-cost computer boom. "Intel got caught blindsided by the sub-\$1,000 PC."

Now, he says, the challenge is to make the most of its new resources to stay ahead of the competition. "Our goal at National is to put a whole PC on a chip," Mr Halla adds, explaining that he is "very big on setting goals for

both himself and his staff".

He wants everyone at National to know and understand exactly where the company is headed. "At my first staff meeting, I said I wanted to be able to call any employee at 2am and ask them what the three strategic imperatives were and what the strategy was," he says.

"There is no question in my mind now that every employee knows exactly what they are. I have to tell you I haven't asked that question at 2am... but there are an awful lot of employees that are ready to be called at 2am."

Mr Halla's three strategic imperatives for the company are to use state-of-the-art process technology, achieve world class manufacturing, and a six-month "time-to-market" methodology.

The goals are as much strategic aims for National as they are the product of lessons learned by Mr Halla before taking up his current post. He only joined the company in May 1996 after eight years with LSI Logic Corporation, and previous to that post, a number of years with National Semiconductor's nemesis, Intel.

In his first year at National, Mr Halla made big changes to the company in order to focus on his "system-on-a-chip" strategy - which was aimed at building on National's strength in



Halla - 'big on setting goals for himself and his staff'

analog and mixed-signal technologies.

He also worked to revamp process technology and manufacturing and "fast-tracked" the opening of a new 6-inch wafer facility in South Portland, Maine which ran its first 0.35-micron wafers in May, 1997.

The plant is designed to move quickly to the next generation of 0.25-micron technology. As another part of the corporate revamp, Mr Halla orchestrated the sale of National's Fairchild businesses for \$550m to help "increase focus on the value-added silicon strategy".

In his first year with

National, he enjoyed four successive quarters of improvement in revenues, gross margin, and profitability - and even overcame a historical third-quarter downturn in sales.

As to challenges ahead, Mr Halla sounds ever-optimistic - particularly as he looks at the increasing number of devices likely to have a PC at their core. Whether it is an entertainment centre, an on-board system in a car, a set-top box being used with television - or some kind of PC-based device that has not yet been invented - Mr Halla believes his "system on a chip" will be the processing engine that drives it.

COMPUTER INDUSTRY APPLICATIONS By Geoffrey Wheelwright

## Hitachi makes headway in the handheld market

Intel's aggressive competitors seek new ways to make inroads into the chip market on the basis of price and speed

While everyone knows that the personal computer industry is one of the largest users of semiconductors, it is nevertheless surprising to discover the sheer variety of chip companies supplying the PC industry.

For many years, the commonly accepted wisdom was that the computer chip industry was a fairly straightforward business: Intel dominated on the processor side while a few Far Eastern and American companies accounted for much of the Random Access Memory (RAM) supply, together with a handful of specialist firms which supplied both digital signal processors (DSPs) and custom chips.

However, over the past couple of years, that broadly accurate picture has started to change. While Intel still dominates in the PC processor business, there are sectors of even that market where competitors have begun to make inroads on the basis of price competitiveness, speed or voltage consumption.

A key area in this regard has been the handheld computer market, where the market leader, Intel, lags behind a number of other more aggressive producers. The semiconductor division of Japanese electronics giant Hitachi, for example, has enjoyed considerable success in selling its SH-3 processor for use in handheld computers, based on the Microsoft Windows CE operating system.

A number of new systems based on the latest Windows CE 2.0 version of the operating system were announced at the Fall Comdex 97 trade show in Las Vegas, late last year. Many of them - including models from Casio, Compaq, Hewlett-Packard and, of course, Hitachi itself - used the Hitachi "reduced instruction set" (RISC) processor.

In fact, Intel's low-power versions of its desktop processors were amongst the latest entrants into the Windows CE specification. Meanwhile, many computer makers appear to be looking for the opportunity to offer Windows-based handheld computers that do not bear the "Intel Inside" logo.

Casio's Cassiopeia newly introduced A-20 Windows CE 2.0-based handheld system, announced at the trade show, was able to boost performance by using the newer, faster 80 MHz version of the Hitachi SH-3 CPU. And that power will increasingly be in demand as handheld systems are expected to be able to cope with everything - from the sending of e-mail messages to World Wide web browsing to the display of marketing presentations.

Still, there is absolutely no indication that Intel is losing any sleep - or money - over this trend. A report last month from US market research firm Dataquest suggested that, if anything, Intel was the biggest engine firing the growth of the PC industry's semiconductor sector.

Although the company was still making its final tally of 1997 sales, Dataquest's worldwide semiconductor research operations director Rob Bohn estimated that the worldwide semiconductor market will reach \$150bn for 1997. Intel remained the market leader as it enjoyed semiconductor revenue in excess of \$21bn and growth of 18 per cent.

"Led by microprocessors, Intel grew its semiconductor revenue by nearly 20 per cent during the year, which is strong performance in face of a major inventory adjustment by PC original equipment manufacturers," he says.

Strong demand

Another big area of PC semiconductor demand lies in Random Access Memory (RAM) chips. As users of the Microsoft Windows operating system

have upgraded to Windows 95 and Windows NT over the past year or two, demand for add-on RAM has been strong. Supply and competition, however, has been so plentiful that RAM prices have remained low compared to what they were a couple of years ago.

Impact

The downturn in some Asian economies also had an impact in this area. "The weakening of currencies such as the Korean won and Japanese yen against the US dollar... exacerbated low memory IC pricing," suggested Mr Bohn. "This meant another year of revenue decline or no growth for a host of memory-dependent companies, as measured in dollars."

This was particularly true for companies such as Hitachi, which Mr Bohn says declined in semiconductor revenues by almost 20 per cent in 1997. Hitachi, in spite of winning new business such as the supply of processors in many new makes of Windows CE handheld computers, also saw a drop in its Dataquest semiconductor "top 10" rating from world's fourth largest to world's sixth largest semiconductor maker.

There has also been the issue of maintaining the right kind of price relationship between computer upgrades and computer replacement. Prices of new and more powerful desktop computers have continued to fall - dropping to an entry level of around \$1,000 (including computer display) at the end of 1997.

Thus, the idea of spending more than \$500 to upgrade RAM (or anything else) on an old system has been less attractive to consumers.

Still, demand for RAM by manufacturers remains healthy as the base level of RAM needed in basic systems shifts from 16Mb in most 1997 machines to 32Mb in most of the new computers being released in 1998.

Thus, RAM has been an "off the shelf" semiconductor commodity that personal computer manufacturers and, to a far less extent, con-

sumers have been able to buy from a variety of RAM chipmakers. Meanwhile, the market for custom chip sets (which add extra features and capabilities to desktop and notebook PCs) has moved in just the opposite direction. There are a few specialist players in some fairly "niche" markets that enjoy fairly high market share.

Take, for example, the success of Canadian graphics card company, ATI Technologies: it not only produces some of the most popular add-on graphics cards in the personal computer industry, but also enjoys a healthy business selling custom chips and video boards for PC manufacturers to include in their computers.

Founded in 1986, ATI employs more than 900 staff at its headquarters in Thornhill, Ontario, with offices in the US, Germany, France, the UK, Ireland and Japan.

Milestone

Less than a year, the company reached something of a corporate milestone when it announced that October, 1997, marked the first month in which it had shipped a million graphics accelerator and multimedia boards to computer manufacturers, system integrators, value added resellers and retail customers. It followed this with financial results in November showing that ATI enjoyed its third consecutive year of greater than 70 per cent earnings growth.

ATI's graphics accelerator boards, multimedia cards and TV tuner products are now featured in the systems of a number of leading manufacturers. Customers include Compaq Computer in the Presario line; Sony in its multimedia VAIO systems; Toshiba in the recently discontinued Equium line of business computers; AST in its Bravo corporate systems; Gateway Computers in its business systems; and Sun Microsystems in its corporate products. In Europe and the Far East, ATI boards can be found in systems from Viglen and Acer.

broadcasting promise a further boost for companies such as Arm. "What comes now is being more aggressive in Asia and elsewhere where European companies are weak," says Siemens' Mr Schumacher, who also argues forcefully that if Europe is to capitalise upon the rebirth of its semiconductor industry, national governments and the European Commission, in particular, need to accelerate their approvals procedures.

AUTOMOTIVE APPLICATIONS By Geoffrey Nairn

## Vehicles are becoming increasingly electronic

Automotive chips have to withstand tough conditions

The automotive industry has emerged as one of the most promising new markets for semiconductor suppliers as carmakers use chips in increasing numbers to build complex electronic systems and sophisticated navigation and entertainment systems.

"The automotive sector is turning to electronics in a very big way," says James Eastlake, vice president of European semiconductor research at Dataquest, the industry analyst.

The value of the electronics in a new car is today greater than its steel content and growing at around 20 per cent a year as carmakers use electronics to add features or conform to new safety or pollution legislation.

Many functions traditionally performed by mechanical or electrical systems are now done by electronics. Analysts predict high-value cars will soon use more than a dozen chips for applications such as active suspension, engine control and ABS brakes. Ford estimates its Taurus model contains more computing power than the Apollo spacecraft that went to the moon.

Unlike the powerful 32-bit microprocessors used in computers, electronic systems in cars tend to use cheaper 8-bit "microcontrollers" which combine a microprocessor and memory on the same chip. One European carmaker plans to use 10 microcontrollers in its 1998 car models. They will control door locks and windows, open and close the sunroof, remember the best position for the front seats, monitor the tail lights, and control the CD player and radio.

European chipmaker SGS-Thomson receives 10 per cent of its revenues from the automotive sector. Half of the cars in Europe use the company's electronic ignition components and it has a growing range of custom chips designed for automotive applications.

Unlike the digital chips used in computers, semiconductors for automotive use are typically "hybrid" components - meaning they handle digital and analogue signals on the same chip. SGS-Thomson last year unveiled a hybrid chip designed to control car doors. It combines an 8-bit microcontroller with on-chip analogue power circuitry to handle the high-power analogue signals needed to drive the motor that activates the door lock. Because of its onboard microcontroller, the chip can be fine-tuned simply by changing the software.

allowing carmakers to customise the behaviour of the locking mechanism. Automotive chips have to be designed to withstand tough environments. Operating temperatures can range from minus 40 deg C in a Scandinavian winter to 55 deg C in the desert, while vibrations and sharp fluctuations in a car's electrical supply can easily damage sensitive electronics. "Conditions are far more harsh than in other microelectronics applications," says Horst Nasko, chairman of Medea, a pan-European chip research programme that includes several automotive projects, one of which focuses specifically on making chips robust enough to withstand the harsh vehicle environment. Reliability is important in automotive electronics because even minor malfunctions can have severe consequences if the driver gets stranded on a lonely country road. SGS-Thomson claims the reliability of automotive systems can be

increased and costs reduced by using "smarter" hybrid chips, such as its door-lock actuator, to replace the several components traditionally required.

The company says 60 per cent of the cost of an automotive system is due to the connectors, boards and passive components, yet these cause most failures. By designing systems using fewer but smarter chips, weak spots and costs can be reduced. SGS-Thomson believes chips are also making big inroads inside cabins as carmakers seek to provide a more enjoyable driving experience with sophisticated in-car enter-

tainment systems and electronic instruments.

The German automotive supplier, Mannesmann VDO, has developed a futuristic cockpit electronics system that departs from the conventional dashboard design. It is based around a central computer that distributes data and commands to the instruments and controls via a local "bus" system.

Global positioning by satellite (GPS) could be the next big automotive chip market. Dataquest says the worldwide market for semiconductors used in GPS systems will grow rapidly from \$364m in 1997 to nearly \$1.7bn by 2001.

GPS technology can be used in many applications in the automotive area including emergency calling, vehicle tracking, fleet management and automatic vehicle locator systems. Carmaker BMW offers GPS as a standard option on its latest Series 5 range. A col-

our screen built into the dashboard displays a digital map of the car's position while a voice synthesiser reads directions. When the car is stationary, the screen can also be used as a TV. The ultimate in-car entertainment is undoubtedly a personal computer - and the IT industry has realised the potential of this new market. At last month's Consumer Electronics Show in Las Vegas, Intel showed a Ford Expedition car loaded with a prototype of its Connected Car PC technology.

The system provides drivers with voice-activated GPS navigation and a cellular phone, while passengers can surf the Internet, view DVD videos or play CD-Rom games. The product is based on an Intel Pentium-based PC squeezed into a box small enough to fit in a dashboard. The driver sees a small car radio-type display while passengers in the back have a larger LCD screen and a wireless keyboard.

Mike Iannitti, Intel marketing manager, believes the system will appeal particularly to families as it can keep young children entertained on long car journeys. "People with kids have loved the concept," he says. The Intel product can also be used for more serious applications. Salespeople can pick up their e-mail while on the road and the system could be programmed so that if the airbag inflates, the cellular phone automatically calls the emergency services and, using the GPS locator, give the car's position. Microsoft showed a similar product, called Auto PC, designed around its Windows CE operating system. It claims a dozen manufacturers plan to use it in dashboard-mounted, voice-activated computers. Visteon, the components arm of Ford, is working with Microsoft and Intel and hopes to be the first to incorporate the technology in a production vehicle, probably in 2000. It says it will offer a dealer-installed version for current cars this summer.

Source: Dataquest

Chips in vehicles

Dollar growth of semiconductor content per vehicle worldwide

Average semiconductor content (\$)

1993 1994 1995 1996 1997 1998 1999 2000 2001

Source: Dataquest

EUROPEAN CHIP PRODUCERS

## Siemens in landmark agreement

From facing page:

capital equipment, ranking the German company as the third biggest semiconductor equipment capital spender after Intel and LG Semicon, according to IC Insights.

Some of that spending reflected work on Siemens' \$1.1bn facility on north Tyneside in Britain to produce memory products and ASICs, with the prospect of adding research and development operations.

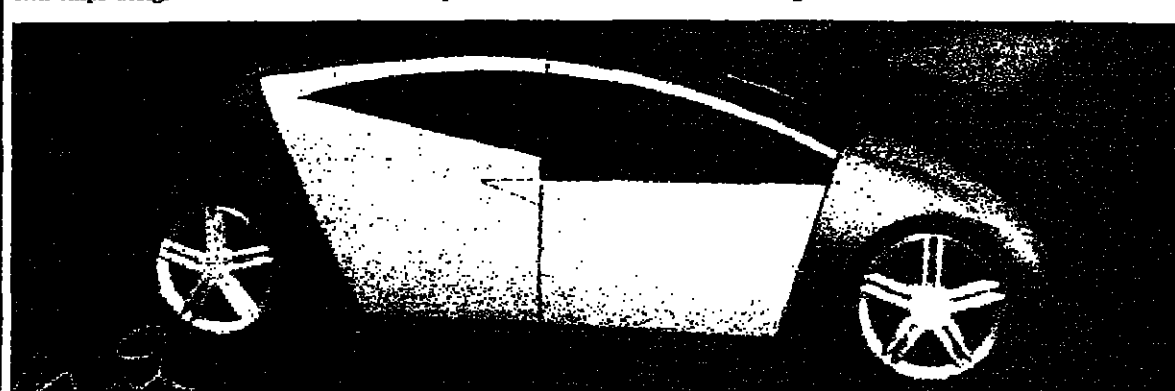
Meanwhile, in a landmark agreement last month, Siemens announced plans to form a joint venture project in Dresden with Motorola of the US which will utilise the next generation of 800nm wafer sizes.

While the "big three" European semiconductor companies have stolen most of the headlines over the past year, other companies among Europe's 20-strong band of chip-makers have also been scoring successes. Among

them, Advanced Risc Machines, the Cambridge-based semiconductor design group spun off from Acorn in 1990, which lists Apple, Acorn, VLSI Technology and Nippon Investment and Finance among its investors, became profitable in 1998.

"Arm has been a tremendous success," says Pascal Langlois, vice president of VLSI Technology's European operations. Now the imminent arrival of digital satellite and digital terrestrial

broadcasting promise a further boost for companies such as Arm. "What comes now is being more aggressive in Asia and elsewhere where European companies are weak," says Siemens' Mr Schumacher, who also argues forcefully that if Europe is to capitalise upon the rebirth of its semiconductor industry, national governments and the European Commission, in particular, need to accelerate their approvals procedures.



Ford P2000 concept car: already the value of electronics in many new cars is greater than their steel content. Ford says its Taurus model has more computing power than the Apollo spacecraft.



## SEMICONDUCTORS: New application areas

COMMUNICATIONS • By Joia Shillingford

# Telecoms lifts European semiconductor market

World demand for chips used in telecoms is set to grow by 10 per cent a year over the next five years

Chips for telecommunication systems form the fastest-growing part of the European semiconductor industry. David Moorhouse, an analyst in Dataquest's European semiconductor group, says telecoms accounts for 50 per cent of new designs for application-specific integrated circuits (ASICs) - custom-made chips.

Demand is also high for digital signal processors (DSPs), the chips used in cellular phones to compress voice while users are talking and decompress it while they are listening. DSPs are used in mobile phone network infrastructure (such as cellular base stations) as well.

Some types of flash memory chip used in computers are needed for telecoms applications, too. And chips are required for Integrated Services Digital Network (ISDN) adaptors, which benefit suppliers like National Semiconductor.

One of the newest chips is a neural network microchip developed jointly by BT's Martlesham research laboratory and Korea Telecom to simplify network management. The prototype Univer-

sally Reconstructable Artificial Neural Network chip comes into its own in applications where there are a large number of variables, such as switch configuration, radio channel allocation and other network control problems requiring rapid reconfiguration.

The total demand for chips used in telecommunications worldwide will run at 10 per cent a year over the next five years, predicts Dataquest. Higher growth rates than this - 15 per cent plus - have been seen over the past few years, but from a lower base.

Last year, 40m cellular handsets were produced as compared with 25m in 1996. Increases in handset volumes have put pressure on DSP prices and these have been falling at 20 to 30 per cent a year.

### Digital signal processors

Key suppliers in the DSP market include Texas Instruments, Lucent Technologies' Microelectronics Group, Analog Devices and Motorola. These four US compa-

nies have the lion's share of

the market, according to Mr Moorhouse. "DSPs are a specialised technology and the main players have been in the business a long time," he says. "They have stuck with it over the last 10 years, making it hard for others to compete."

### Custom-made chips

DSPs can be bought ready-made, whereas ASICs are made to a company's specification. For example, Nokia might design an ASIC and arrange for a supplier such as Hitachi or LSI Logic to make it for them.

Other ASIC-makers are US-based VLSI, Siemens of Germany, SGS-Thomson of France, NEC and Toshiba. In fact, Japanese companies - Hitachi, Toshiba and NEC - are presenting serious competition for US companies in the ASIC market.

ASICs account for the largest part of the market for telecommunications chips. They are used not just in the mobile phone industry but also in network hardware for local-area networks and wide-area networks and in smart (screen-based) phones.

Companies use ASICs either because there is no standard solution or because a standard chip would not

give them the size of product or level of power consumption they are looking for.

However, ASICs are very costly to develop and there is a risk that they will not work the first time. They require considerable engineering expertise, and because of the set-up cost - they are only suitable for large production runs.

An ASIC can cost \$250,000 to develop, including the engineering time. So if only a 100 units are produced, the set-up costs amortised over each one would cost \$2,500 plus a charge for each actual chip of, say, \$10. By contrast, the typical semiconductor content in a mobile phone was \$65-\$70. Three years ago it was \$250, but by the year 2000, Dataquest expects it to fall below \$40.

### Programmable logic

Fortunately, there is an alternative to totally flexible ASICs or standard, low-cost DSPs. Companies wanting to produce custom-made chips in small volumes can use programmable logic devices (PLDs). Per chip, these cost two to three times as much as an ASIC of the same size. But they can be configured without using semiconductor manufacturing technology. Instead, it is possible to



Key suppliers in the DSP market include Texas Instruments, Lucent Technologies' Microelectronics Group, Analog Devices and Motorola

programme each 'gate' on the chip and for the PLD to store the configuration. PLDs do not give quite the flexibility of full-blown ASICs but they are popular for use in networking technologies.

A big plus is that suppliers can bring a PLD to market in six weeks, whereas an ASIC could take six months to develop.

Time-to-market is very important in the network arena, says Mr Moorhouse. "A lot of networking companies use programmable logic to get a product out quickly. They say to themselves: 'When the volume rises, we'll go over to ASICs.' But

in six months' time they may have upgraded to a new product so that they never get to the ASIC stage."

According to Mr Moorhouse, the two top companies in the (PLD) field are Altera and Xilinx, both US companies. Lucent is also in this area and Philips is about to enter it.

### Single-chip solution

Over time, the distinction between different types of chip is starting to disappear. For example, there are three or four chips in a cellular

handset. But DSPs and ASICs are starting to merge - it is now possible to obtain an ASIC for a mobile phone handset with a DSP core built in.

These are not in mass production yet, but Mr Moorhouse says: "As we move towards next year, we will typically find Global System for Mobile (GSM) phones with a single chip in the handset (radio). We can expect to see single chips from LSI Logic, VLSI, Texas Instruments and others in 1999."

"The big drivers for single chips, he says, are to cut costs and lower power consumption.

Another trend in the telecommunications chip market is towards "brain" companies selling intellectual property only. Companies such as the US-based DSP Group licence their designs for DSP cores to companies such as Motorola, NEC and Siemens, for inclusion in ASICs.

Many of these companies are vertically integrated, so that they not only produce telecoms semiconductors for others but use them in their own telecoms products as well - thus, healthy demand for their own products will mean healthy demand for their semiconductors, too.

RISE IN DEMAND ON THE HOME FRONT • By Geoffrey Nairn

# Consumer market sets the pace

Internet access is potentially much bigger than the desktop PC market. Many companies are working on low-cost information appliances to entice consumers

While the computer industry ponders moving to a new generation of 64-bit computers in the next decade, children are already familiar with this powerful technology thanks to games machines such as the Nintendo 64 that use 64-bit processors. This is a vivid example of how the consumer market increasingly sets the pace in chip development.

Once, it was just TVs and radios that contained semiconductor devices, but the market has grown dramatically in recent years and even a humble food processor is today likely to contain a microprocessor.

The latest digital entertainment products, such as set-top boxes, DVD disk players and digital TVs, would not be feasible without the impressive advances that are continually being made in semiconductor technology. For example, the Japanese consumer electronics company Panasonic has devel-

oped a single-chip video decoder for digital TVs that performs the work of the three chips typically used in rival designs.

To move closer to advances in chip design, the Korean electronics manufacturer, Daewoo Electronics, has set up a design centre with European chipmaker, SGS-Thomson. The centre, based in Seoul, will be used to develop chips for the next generation of consumer products.

Soon-Hoon Bae, chairman and chief executive officer of Daewoo Electronics, believes such collaboration is essential as consumer electronics products become more sophisticated. SGS-Thomson's chip design expertise will be "crucial to develop state-of-the-art analogue and digital consumer products in the future," he says.

The example of the Nintendo 64 demonstrates just how much the consumer industry now depends on advanced microelectronics.

The Nintendo's fast-moving 3-D images and high-quality sound have set a new standard in the games market, thanks to its 64-bit microprocessor and custom designed coprocessor, both designed by the US semiconductor company, MIPS.

The Nintendo 64 costs around \$190 and its impressive performance is more commonly found in graphics workstations costing over ten times as much. Indeed, the microprocessor used in the Nintendo machine is an "embedded" version of a more expensive MIPS microprocessor widely used in workstations.

The embedded version of the chip has a no-frills design tailored to reduce cost and power consumption. The Nintendo 64 and its arch-rival, the Sony PlayStation, both depend on processors from MIPS, a division of Silicon Graphics.

"It's an area where we have been very successful," says Bert Zandhuis, Euro-

pean business manager at MIPS. The company has scored several other design wins for its chips in the consumer sector. MIPS does not manufacture its own processors but licenses the "core" design to other chipmakers, who enhance and package the chip to meet their own needs.

At last month's Consumer Electronics Show in Las Vegas, Philips unveiled its Nino handheld PC which uses a Philips processor based on a MIPS design. The Nino, which costs from \$399 to \$499, uses the Windows CE operating system. The latter was designed by Microsoft specifically for battery-powered consumer devices, such as handheld computers, of which more than 500,000 have been shipped since the software was launched in October 1996.

MIPS is not the only semiconductor company with eyes on the consumer market.

The UK company, Advanced Machines, has developed a rival processor design. StrongARM, also aimed at "embedding" in

various consumer devices. Philips will use the Strong ARM chip, manufactured by Digital Semiconductor, in a new "screen phone" which provides access to the Internet, e-mail and voice mail.

StrongARM microprocessors are rapidly finding favour with leading vendors of consumer electronics products, says Leo Joseph, manager for internet appliance marketing at Digital Semiconductor.

The consumer market for internet access is potentially much bigger than the desktop PC market and many companies are working on low-cost information appliances to entice consumers. National Semiconductor, a big US chipmaker, hopes to make its name in this new market. Last year, it acquired Cyrix, a maker of low-cost microprocessors, and Mediatech, a provider of digital video compression technology. It hopes to combine their skills to make chip sets for low-cost PCs and information appliances.

"PCs are expensive but there is no reason why they

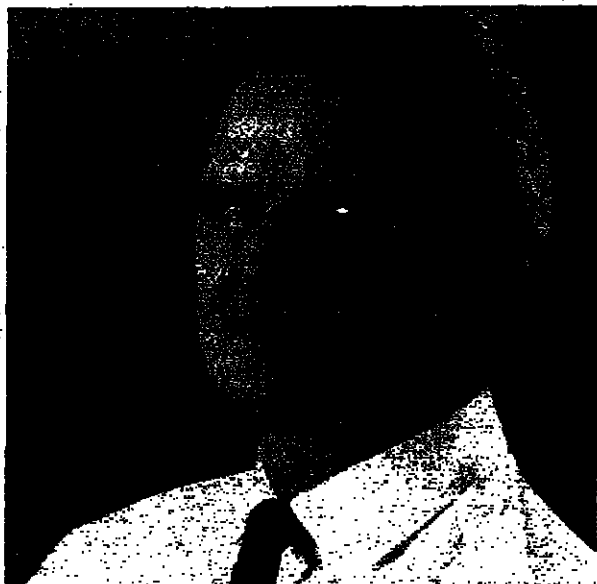
should be," says Roland Andersson, National Semiconductor's European vice president. "We must integrate much more on the chip and make it much more affordable."

An example is the Cyrix MediaGX chip, a low-cost 64-bit microprocessor that integrates functions previously achieved by several chips. This high level of integration allows computer manufacturers to offer multimedia PCs at prices below \$1,000 - the fastest growing PC sector.

The MediaGX chip costs about \$114 and, during 1998, National hopes to see the technology used in the consumer market.

Mr Andersson says National Semiconductor is working with several customers on information appliances, such as a personal digital assistant with wireless communications.

Sun is another company with ambitions in the consumer sector. The combination of its Java programming language and special processors optimised to run Java is ideal for consumer applications, according to Dhaival



Roland Andersson of National Semiconductor: "PCs are expensive but there is no reason why they should be"

Ajmera, director of marketing at Sun Microsystems, the company's semiconductor division - see also the report on page three.

The company has licensed the core Java chip design, called PicoJava, to five chipmakers and plans to also offer its own chip, the MicroJava 701, during the second half of this year.

"The 701 is targeted at embedded Java-centric market segments such as network computers and Internet TVs," says Mr Ajmera.

One of the drawbacks of

the current PicoJava chip design is that the programs must be 100 per cent written in Java. However, many product developers may want to re-use or adapt existing programs written in older languages. For this reason, Sun Microsystems will soon offer a second version of its PicoJava core design, called PicoJava II. This design produces a slightly bigger chip but has the advantage that it also runs programs written in C++, a language widely used for embedded software.

SMARTCARDS • By Joia Shillingford

# Soon they will be everywhere

'Intelligent' smartcards may not revolutionise our lives, but they will make them more convenient

Smartcards will become ubiquitous, says the Ovum analyst, Mark Stevenson. "Take-up will be driven by large companies, then small companies will follow. Finally, consumers will want them," he predicts.

The small plastic cards with built-in intelligence on a chip could soon be in widespread use in London, where the Underground transport system plans to use them for ticketing in four years time.

Contactless barriers will be put in which "tube" travellers can open by flashing their cards - this will increase the throughput of passengers, planners believe.

The cards are also expected to help London Underground reduce ticket fraud by \$20m a year. This is because the cards are hard to copy and because they are easy to cancel if a customer reports them stolen. In addition, the cards will provide detailed information on tube usage, flow of passengers, and so on.

The UK government is also considering issuing smart cards to benefit claimants to reduce benefit fraud and provide more detailed information.

Smart finance

But smartcards will only really enter the mainstream when they are used in finance for credit and debit cards, says Mr Stevenson. The cards have been slow to catch on because the infrastructure of card readers needed is expensive to install and because even the cheapest cards cost

around \$3 to produce.

Yet card companies have the money and the incentive to adopt smart cards because of the large sums they lose every year in credit card fraud. It is difficult to break into a smartcard or duplicate it.

The cards can also be used for electronic cash schemes, such as UK-developed Mondex. Electronic cash has an attraction for retailers and banks because handling cash is costly. Cash handling costs UK banks £2bn a year, according to Ovum.

Telecoms companies are also keen on the idea of "e-cash" because units of electronic money can be transferred from person to person, or from bank account to card over the phone.

In Hong Kong, Mondex cardholders can transfer money via phones or point-of-sale terminals to their cards (or from their cards to their bank accounts) without speaking to a human being. The Hong Kong and Shanghai Banking Corporation is using Syntellect voice response technology to carry out users' instructions automatically.

Electronic cash stored on smart cards could also be used for electronic trading over the Internet.

In the UK today, there are relatively few nationwide uses of smartcards, although they are used in BT phone cards; in Boots' retailing loyalty cards; and in Shell's loyalty scheme. In general, they are still being used for storing information rather than processing it.

Meanwhile, Frost & Sullivan, the market analysts, say smartcards are most widely used in Germany, due to the health insurance card market, with France the second-largest user. In France, all phone cards are smartcards and credit cards including smartcards are available.

Europe leads the way in smartcard take-up, followed by Asia/Australasia, then the US.

Last year Schlumberger of France, the market leader, produced 260m smartcards - Schlumberger, and its French rival GemPlus, have around 80 per cent of the smartcard market.

Mr Stevenson predicts that "in late 1998 or early 1999, there will be a 'small bang' in smartcard use, leading to a gradual adoption." But the rules of the game are changing and it is not yet clear who the winners in the smart card war will be.

### Rival standards

So far, the smartcard market has been dominated by the companies making the smartcard hardware. In addition to Schlumberger and GemPlus, other suppliers include Hitachi, De La Rue, Bull CPs and Toshiba.

Manufacturers have used their own proprietary software on the cards which has made them incompatible with technology from other smartcard companies.

However, there is growing pressure for standardisation and two standards have emerged.

One uses Java software from Sun Microsystems's JavaSoft subsidiary. This is backed by the Java Card Forum (JCF), a consortium of smartcard makers - see report, right, on Java cards.

The other uses the Multos operating system invented by Mondex and controlled by the Masco consortium, which includes Mondex, Motorola, Siemens, Hitachi, GemPlus, KeyCorp, MasterCard and Dai Nippon Printing have joined.

Cards based on Java Card 2.0 and Multos are expected to appear before June. "The availability of software

standards could shift the balance of power away from the hardware manufacturers to software manufacturers," says Mr Stevenson.

"Companies not currently in the smart card market could provide the applications software. "Generic operating systems also open the market for other companies to market smart cards."

However, some analysts say it is not yet clear that the Java Card will win. They say the Java virtual machine - a software "bubble" that insulates applications from the manufacturer's own technology - is not that small and leaves little room on the card for applications.

They believe the Multos operating system backed by Mastercard is technically superior. Visa, meanwhile, is enthusiastic about the Java Card, which also has a following outside the smart card world - on the Internet.

Would-be users can only hope a winner emerges soon. Mr Stevenson believes that consumers will eventually start to want smart cards for two reasons:

□ First, as they become more versatile, a single smartcard will be able to replace a whole array of cards in the user's wallet. For example, London Underground could rent out space on its smart Travelcards to an electronic cash company, a theatre booking agency or other service suppliers.

□ Second, users will like the "instant gratification" of being able to load up with electronic cash without needing a cash machine. As Mr Stevenson says: "I live 15 minutes away from a cash machine - and it's very annoying to find I've only got 73 pence in my wallet when I want to go the pub."

"Smartcards won't revolutionise our lives," he adds, "but they will make them more convenient."

JAVA CARDS • By Joia Shillingford

# Multi-purpose cards for thinner wallets

A pocketful of plastic cards could become a thing of the past

The use of standard software on smartcards is starting to boost take-up. The current frontrunner is Sun's Java software, which is already on some smartcards in commercial use. Its rival Multos, developed by Mondex, is still at the prototype stage (see report, left).

Here, we look at the reasons why Java is catching on - "Java has already irrevocably changed the smartcard world," according to Christian Goire, president of the Java Card Forum. Fabien Thiriet, Java Card marketing manager of Schlumberger in Europe, says there are two reasons why it is being adopted so enthusiastically.

□ First, for security. Java - Sun's language for developing small applications (or "applets") is a very safe language, which puts "firewalls" (protective barriers) between applications. Moreover, the smartcard industry is using the most secure subset of the Java language. It does not use some of the less-secure features that have caused consternation on the Internet in the past.

□ The second benefit of Java is that it can run on any chip. Smartcards - plastic cards with built-in intelli-

gence on a chip - contain chips from different makers. In the past, this has made it difficult to develop new applications, because they had to be adapted for different chips.

"Now we can follow the philosophy of 'write-once, run anywhere,'" says Mr Thiriet. Java runs inside its own "bubble" or "virtual machine" and is not dependent on a specific type of hardware being used.

Java-based smartcards have been available for development since April 1997. Companies in France, Germany, Belgium, Scandinavia, Asia, South Africa and the US are using them to develop applications for loyalty schemes, access control, banking and mobile-phone SIM cards.

### Less time to market

A big benefit of Java is reduced time to market - developing applications for a smart card can take 4-6 months, says Mr Thiriet. "Developing something of the same complexity in Java takes only two or three weeks."

Users of Java-based smartcards (Java cards) will also win benefits for the first time, they will have multi-application smartcards. So wallets bulging with plastic cards could become a thing of the past.

Instead, users will be able to change the applications stored inside a card. If they want to use a new service, they will be able to download the new applet quickly. And when they want to stop using a service they will be able to delete it in a few seconds.

The first Java cards were used last year by companies such as Nokia and Mercedes-Benz. Mr Thiriet expects 2m to 3m cards to be sold in 1998. But he predicts that during the next century, 50m of the 100m smartcards sold each year will contain a Java virtual machine.

The work of the Java Card Forum (JCF) will give a boost to the market. It was founded by Schlumberger of the US and Gemplus early in 1997 and members include Bull CPs, De La Rue, and Japan's Toshiba and Hitachi.

With input from the JCF, JavaSoft, a division of Sun Microsystems, has released a new Java card applications programming interface (a set of rules for developers to follow). This became available in October, according to Tom Lebsack, Schlumberger's director of marketing for smartcards and systems in the US.

Products based on the new API 2.0 will be available before June. Lebsack says API 2.0 "takes the best of API 1.0 and moves it forward to handle financial (e.g.

Continued on facing page

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## KNOWLEDGE MANAGEMENT By Geoffrey Naim

Intranets - private networks, based on Internet technology - are a rare beast in the IT world: simple to use and cheap to build, they are nevertheless capable of delivering real benefits. The promise may seem too good to be true, but many enterprises have taken their first hesitant steps with the technology and are now keen to extend intranets throughout their organisations.

A recent survey of 250 UK companies by the European computer services company, CMG, found that 94 per cent of organisations with intranets intended to expand their use over the next 12 months. More than 70 per cent of organisations in the survey had an intranet, the vast majority to improve internal communications.

A report on intranets by management consultancy KPMG quotes the typical example of a multinational

## Cost-saving intranets are here to stay

Intranets give companies the chance to become more horizontally focussed, looking at business processes, rather than functions

company that had for years been unable to produce an effective internal telephone directory. It took too long to compile and was out of date before it was printed.

By building an intranet and making the directory accessible to any employee with a web browser, the company demonstrated its intranet could deliver immediate benefits.

Another convert to intranets is Omni, a trade association of 186 removal companies in 70 countries. Omni used to distribute a manual giving the rates for each of its members. This bulky 250-page document was distributed once a year and cost more than £12,000.

Last year, GE Information Services installed an intranet to link Omni member companies together to form a "virtual" organisation. Removal rates are now stored on a central database and accessible by any Omni member via a web browser.

More importantly, they are updated continually - before the intranet, this was impossible and information could be up to a year old.

To improve vehicle utilisation, a bulletin board has been developed on which members can offer vehicle space to other members.

This is linked to an e-mail facility, allowing members to respond quickly and offering time and cost-savings on courier and international fax charges - the traditional methods used by Omni members to communicate across time zones.

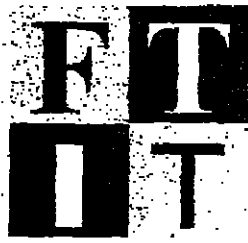
A growing number of similar success stories demonstrate intranets are here to stay, although uptake varies widely across different industrial sectors.

Nor surprisingly, telecoms and IT companies lead the pack, while the pharmaceutical sector has also been quick to adopt intranets.

"Life sciences companies are strongly committed at board level because it is obvious that knowledge management is a strategic function for them," says Judith Wainwright, marketing director with Pagoda, a UK-based management consultancy.

Pagoda has just published a report on intranets and their impact on sectors such as travel, finance, life sciences, energy, telecoms and publishing.

Manufacturing companies are reluctant intranet users, while companies in the life sciences and energy sectors see intranets as a means to share knowledge and, hope-



### MANAGING INFORMATION

Here and on the following page, FT writers look advances in online communications, particularly corporate intranets and extranets

fully, reduce their time to market with new discoveries.

For example, Glaxo Wellcome, a leading pharmaceutical company, uses its intranet to distribute a wide range of information generated at corporate, divisional and project levels. The intranet is also used by workgroups to communicate and by internal newsgroups to discuss issues such as strategic initiatives.

Discussion forums, implemented using either proprietary systems such as Lotus

Notes or on an intranet, are becoming more widespread. However, their use is mainly in narrowly focused areas and few companies have given much thought to how these forums are led and coordinated, says the Pagoda report.

Discussion groups tend to use the technology as an alternative to regular meetings, without considering how to make best use of it. This theme is echoed by other consultants, for while intranets have taken off in a big way, most companies have yet to reap any real business benefits.

"Usage is still limited on the whole to improving internal communications," says David Bailey, director for CMG's advanced technology division. Sales and marketing departments could benefit greatly from intranet technology, he believes, but these functions are given low priority by IT departments, which are mostly responsible for maintaining corporate intranets.

"This technology won't flourish until IT departments understand the business needs of their users and explain the potential business benefits on offer," says Mr Bailey.

"The issue of who owns the intranet is key," believes Graeme Foux, chief executive officer for Momentum New Media, a consultancy firm which runs the intranet Group, a non-profit forum for large corporate intranet



Faster access to safety information: Shell Oil has piloted a Web-based hazard communications system, developed with American Management Systems (<http://www.amsinc.com>). The innovative intranet application gives staff quick access to critical health and safety data about chemicals in the workplace. The application is being rolled out to 3,000 users across the company. The concept may be offered to other oil companies, chemical manufacturers and pharmaceutical companies.

users in the UK. "We find that some IT departments feel threatened by the intranet while others feel very empowered," says Mr Foux.

He believes intranets are much more than communications tools to distribute human resources or marketing information. "In the past information systems have been departmentally focussed," he says. "Intranets give companies the opportunity to become more horizontally focussed, looking at business processes rather than func-

tions." ICL, the UK computing company, claims to have achieved a more strategic use of intranet technologies with its Valuing ICL Knowledge (VIK) project. As its name suggests, the project started 18 months ago with the aim of making better use of the information in the heads of ICL's 19,000 employees in across 30 countries.

"We will never be able to put that on the intranet, but perhaps we can point people in the right direction," says Elizabeth Lank, director of ICL's knowledge manage-

ment programme. ICL's intranet is currently accessible to around 10,000 users who can quickly find information on customers, partners and projects around the world, as well as case studies, job adverts, location maps and telephone directories.

To manage all this information, individuals are charged with keeping their own information up-to-date not always easy. "The technology is the easy bit; what is more difficult is motivating people to share knowledge," says Ms Lank.

## THE POTENTIAL OF EXTRANETS By Geoffrey Naim

## The future of business-to-business commerce

Extranets promise to revolutionise the world of commerce by creating net-based trading communities where buyers can meet sellers and transact business in complete confidence.

The extranet, or extended intranet, is a secure business network of co-operating organisations located outside the corporate firewall. Because an extranet uses simple off-the-shelf Internet technologies, such as web servers, e-mail and browser software, it is cheaper than creating and maintaining a proprietary trading network. "Implementing an extranet with your suppliers may be one of the most important

Extranets, based on Internet technology, help to eliminate the endless 'paper chain' in business. They offer big benefits in high-volume, low-value transactions which account for most companies' purchasing activities

moves your company makes," says QCS, a US electronic commerce company, in a recent report on extranets in the retail sector.

By eliminating the need for proprietary software and costly value-added networks, extranets reach out to a much wider market than proprietary electronic data interchange (EDI) networks.

EDI has existed for more than 20 years and has successfully streamlined the supply chain of carmakers, supermarket chains and pharmaceutical companies. But the complexity of EDI

and its relatively high cost have traditionally excluded smaller companies.

Extranets are more than just a cheaper version of EDI, however. EDI was conceived to benefit primarily large manufacturers by automating their 'downstream' sourcing functions - the exchange of purchase orders, invoices and, later, payments.

Extranets aim to go much further by also eliminating the lengthy 'paper chain' that precedes the sending of a purchase order. Buyers spend much of their day on

'upstream' sourcing functions, such as leafing through catalogues, phoning to request details or changes and then copying and faxing Requests For Quotes (RFQs).

GE Lighting, a division of US giant General Electric, was one of the first to use an extranet to streamline its sourcing chain. The switch to paperless sourcing in 1996 allowed the company to cut the time taken to generate a RFQ from two weeks to less than a day using an extranet-based trading system called TPNPost. The system, which is operated by GEIS,

GE's information services arm, has since been extended to other GE divisions and third parties.

GE claims it sourced around \$1bn of goods and services in 1997 using TPNPost and predicts this will grow to \$4bn this year. According to GEIS, TPNPost can dramatically cut purchase cycle times and reduce costs, both through administrative savings and through the more competitive prices achieved by having a wider pool of suppliers. GE claims to have obtained overall cost-savings

of 5 to 20 per cent through more competitive tendering. "In the past, it would have been very difficult to work with more than two or three major suppliers," says Colin Billings, European marketing manager at GEIS, because of the time required to research and prequalify new suppliers. "With TPNPost you can send the tender to a much wider market."

Any company can register as a potential supplier, which gives it access to TPNPost and allows it to post details of its product categories on the site. The company's details are cross-checked against commercial databases to ensure their validity. Using TPNPost, buyers define their product needs and buying criteria, such as delivery times or quantities, which the system then automatically matches against the capabilities of each supplier. The RFQ is then sent to only those suppliers that meet these requirements, thus saving buyers from having to pre-qualify suppliers.

When a supplier logs on to the system, it is notified of tenders it has been invited to bid for and can respond automatically. The price can then be negotiated using secure e-mail. "It is very much easier

than receiving a manual RFQ because all the questions that a supplier is likely to be asked have already been answered (by the system)," says Mr Billings.

TPNPost has been running since 1996 and now includes about 2,500 suppliers and more than 50 buyers. Initially, the site was used by GE buyers to purchase materials such as metalwork or components for use in GE products. The extranet has since been opened to third parties while another application, called TPNMart, allows companies to buy and sell low-cost, high-volume 'expense line' products, such as stationery, via electronic catalogues.

An extranet typically uses the same infrastructure and technologies as the public Internet, but it has a battery of security features to protect confidential information from the prying eyes of outsiders - or rival suppliers. The TPNPost and TPNMart applications use a combination of standard security technologies, such as the Secure Socket Layer protocol included in every web browser, as well as further security layers, such as firewalls, to ensure transactions remain confidential. The TPNPost application

has an additional security feature called Data Mixing. Price information - bids or counter-offers, for example - and item information, such as part attributes, drawings or supplier names, are never sent in the same data packet.

If a data-packet containing item information is intercepted, there is no related pricing information within the data-packet and vice versa. Extranets may represent the future of business-to-business commerce, particularly for high-volume, low-value transactions which account for 80 per cent of most organisations' purchasing activities.

For extranets to extend more widely, standards will have to be developed so that selling organisations can easily participate in various trading communities rather than be tied by proprietary technology to the trading network of their largest customer - the criticism often levelled at EDI networks.

To achieve this goal, the Open Buying on the Internet (OBI) standard was developed last year by a consortium that includes 30 large US purchasing companies and suppliers.

The standard aims to be general enough to attract a wide audience and specific enough to be useful, with secure technologies such as SSL and digital certificates to keep traffic confidential and assure buyers and sellers of each other's identity.

## JAVA CARDS

## Struggle to keep down smartcard costs

From previous page:

encryption) and telecoms (e.g. GSM card) applications.

Visa, for example, has announced a programme to develop a Java card this year. It is working on a multi-application card combining credit, debit and stored value (Mastercard is backing rival standard Multos).

Netscape, the Internet browser company, has announced support for Java Cards. The cards will also be used in store loyalty

schemes.

Mr Thiriet believes that "ultimately, the focus of competition among Forum members will shift away from proprietary differences, to factors such as how fast each Java applet is run, or how many services can fit on a card."

Sadly, the availability of a standard card design will not lower the unit cost per smartcard. This is because the memory capacity and processing power needed for the Java Virtual Machine requires bigger chips than

are used in smart cards at present. And the bigger the chip, the more expensive it becomes.

Typically, a Java card will need 19 Kilobytes of read-only memory to store the Java Virtual Machine, 512Kb of random-access memory and 4Kb of Eeprom (or rewritable memory).

Smartcards currently range in price from \$3, including the plastics, graphics, printing and customisation, up to \$12. Java cards are likely to come in near the top of the range.

The challenge for smartcard makers is to keep costs down by programming as efficiently as possible. If you're not careful, says Mr Thiriet, "Java applets can grow very large, very fast. The size of the applet is directly linked to the size of the chip, so to have a cost-effective solution you must not develop too large an application," he says.

"You need good programmers and you need to optimise the application," adds Mr Thiriet. "In the US, good Java programmers are very

easy to find, but in Europe it is harder because Java is not as well-known."

This is changing and Mr Thiriet believes that the most important thing about Java cards is that anyone, in any country from Japan to South Africa, following the Forum's rules will be able to develop applets that will run on any Java smartcard.

Forrester Research, a US based consultancy, says the Java card will further the development of smartcards and "carry Internet computing to a wallet-sized device".

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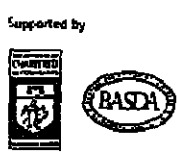


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THE MOTOR INDUSTRY: Case study on IT management at Ford in Europe • By Joia Shillingford

## A case of mastering the redesign

More than 3,000 IT staff and process engineers are working together to increase efficiency

Ford is one of very few companies to combine information technology and process re-engineering staff into a single team. "This works well when the company is involved in major redesign projects," says Dr Rod Edwards, director of systems for Ford in Europe.

Since Ford decided to run itself on truly global lines in 1995, the process leadership team has been involved in four significant re-engineering initiatives: in product development, production, order-to-delivery and after sales. Information technology underlies them all.

As part of the Ford 2000 scheme, under which Ford became a global company, the company wanted to rethink its core processes and make them standard across the business. In product development, it planned to reduce the cycle time for new products from anything up to 40 or 50 weeks down to 24.

It aimed to make all its three vehicle centres operate in the same way, and to reduce complexity and increase reliability. Complexity was to be reduced by introducing common systems as well as common components - such as steering columns, brakes, and so on.

### Information management

At the same time, the process leadership team took the opportunity to introduce a new product information management system ('Pin' for short). This is based around a computer-aided design/computer-aided manufacturing (Cad/Cam) package called 'Ideas' from US-based SDLC.

The package is being rolled out to all the vehicle centres. This is a big job because designing a product with as many moving parts as a car is complex. However, Ideas is already being used for all new vehicle programmes.

Now vehicle styling can be achieved on screen, which reduces the amount of clay models that have to be made. Photo-realistic images of car designs can be rotated easily to obtain different

viewing angles. And Cad is also used for crash simulations and to simulate car ride and handling.

Previously, Ford had used different products in different divisions including PDGS, ComputerVision and Parametric. Ideas was chosen because the product was a good fit in terms of functionality and had the potential to be expanded. Dr Edwards says: "We also felt that SDLC was a company we could work with."

In production systems, Ford's drive is towards lean manufacturing. Over a period of five years, it wants to reduce the cycle time between a part arriving at the factory and being used in a car to one day. At present, the cycle time is four or five days.

Key to this initiative is a new in-line vehicle sequencing system (ILVS), a powerful computer system which enables a factory to work out the most efficient sequence to build vehicles in. For example, says Dr Edwards, operators will be overloaded if they have to build several high-specification luxury cars in a row. Once the sequence has been worked out, the factory knows what parts it will need that day. Having them delivered just before they are needed means inventory costs are lower, less storage space is needed, production lines are not cluttered, and there is less movement of parts around the factory.

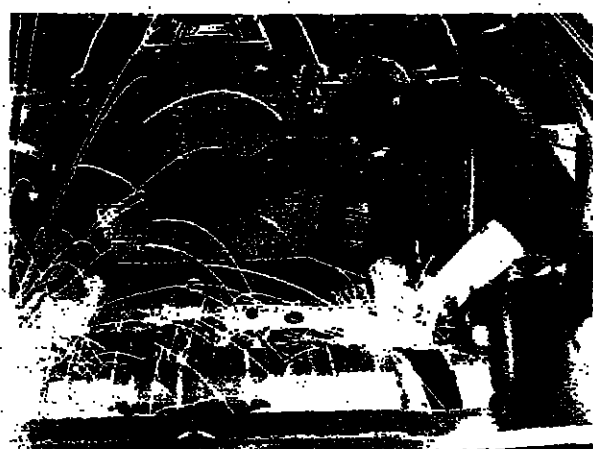
The ILVS, which is now in use in all Ford's factories, can also reschedule in real-time. For example, if one red luxury car needs to be re-sprayed, another red luxury car can be substituted so that the most efficient sequence is not thrown out.

Because the minicomputer-based ILVS system is critical to the running of the factory, Ford has both "hot" (ready to go) and "cold" (ready when computers are added) disaster-recovery facilities in place so it never stops running.

Data warehouses - large databases of company information - are also used by Ford to provide real-time information to factory work teams. These provide feedback that can help them improve quality and efficiency.

For example, if a number of customers are reporting that there is a dirt on, say, a door panel, the work team can figure out why this is happening and take remedial steps.

The system also gives real-time information and cumulative statistics on machine



Ford vehicle assembly line: in its production systems, the company aims for 'lean manufacturing', reducing the cycle time to just one day between a part arriving at the plant and being used in a car

performance. So, when a machine is not working properly, staff can see whether this is simply because it is waiting for another part (to perform the next job) or whether it is out-of-order. If there are frequent problems, data from the system can help staff to work out why, and resolve problems more quickly.

The real-time system includes statistics showing the number of vehicles produced and performance against targets, so any slip-page comes to light faster. In addition, Ford has started to measure factory productivity in new ways. Traditionally, the industry has measured it in terms of

customer experience into a database.

Ford's quality and process leadership team includes 3,000 IT staff and 100 process engineering staff. Responsibility for quality was added to its remit after the team had already been set up.

Many of the process re-engineering staff are seconded from the company's lines of business for specific projects. But there are also some dedicated process engineers. Dr Edwards says the company has also recruited process engineers from IT - "there is a lot of movement back and forth," he says.

In addition, the IT team is divided geographically, with systems developed in the UK, Germany or north America being rolled out to other parts of the world. Because different systems have to be able to integrate with each other, there is a lot of cross-border communication.

"Ford was one of the first companies to move heavily into videoconferencing," says Dr Edwards. Now videoconferencing is installed on personal computers and employees make use of Ford's intranet.

This private network is used, in particular, for training information on Ford's production system and to share details of implementation issues and best practice. Details of all Ford business processes are also on its intranet.

Typically, installing a system developed in one country in many others can be a complex process. The production system, for example, consists of 20 or 30 systems that integrate together. These have to be installed in 30 or 40 assembly plants across Europe and many others worldwide.

Future direction

So, as well as helping Ford re-engineer, the IT function is also redesigning itself. "We're looking more and more at getting external partners to help with implementation," says Dr Edwards. "It is important to be involved in putting in the first four or five sites, but there's no reason to be involved in the next 400."

He adds: "We have to increase our IT cycle times... and we have to speed up the roll-out of new systems by doing more implementations in parallel."

The company plans to buy in more software, too. However, Dr Edwards thinks that where a function is specific to the automotive industry, software will tend to be produced in-house.

"Yet the big challenge is not the technology," says Dr Edwards. "It's the process - making a cultural change that affects Ford's third of a million staff. Combining IT and process leadership has made that a lot easier."



Dr Edwards, director of systems for Ford in Europe: 'The big challenge is not the technology - it's the process'

### A man of wide experience

Dr Rod Edwards has a first class honours degree in electrical engineering, an MSc in digital communication and a PhD in controls engineering from the University of Manchester, where he was a member of faculty in the 1960s. He is a Fellow of the Institute of Electrical Engineers.

Current title: Director plant floor systems, Ford Automotive Operations. Dr Edwards is responsible for providing information systems support to 160 Ford plants worldwide, and is the senior systems executive at Ford in Europe.

In 1994, he was appointed a Ford Technical Fellow, one of only five in Ford worldwide.

Previous experience: Dr Edwards joined Ford of Europe in 1969 and has held many systems management positions in the company including a posting to Germany. His previous job at Ford was as manager, product and manufacturing systems in Europe.

In 1995, Dr Edwards was appointed Visiting Professor at Cranfield University and, in 1996, Visiting Professor in Engineering Design at Sussex University.

GUEST COLUMN: Questions for directors on the 'Millennium Bomb' issue

Not many weeks ago, company directors were wishing each other a prosperous New Year, most of them in the expectation that 1998 will indeed lead to success. Yet, sadly, for many directors, this could turn into the year of panic. They will realise that impact of the Millennium bug - the year 2000 computer date-change problem, or 'Y2K' for short - will be felt well before the turn of the century and, in some cases, its effect will be 'fatal' for business. Directors had better ask themselves some tough questions.

When I first raised the 'Y2K' problem as minister, late in 1995, I was regarded

## This could be the year of panic

Lawyers are in for a field day if companies fail to act fast to defuse the Millennium bomb, warns former UK science minister, Ian Taylor, MP

by many in UK politics and industry as a suitable case for treatment. Since then, the seriousness of the problem has been more widely recognised.

The work of TaskForce 2000, which I set up under Robin Guenier and other groups, such as the British Computer Society and the Confederation of British Industry, has ensured that awareness of the seriousness of the issue has spread - but not far enough.

It is estimated that more than 50 per cent of companies have not yet acted on the problem. The CBI report a "dangerous reluctance" amongst companies to convert concern about the matter into action to solve the problem. The new government has carried on the campaign within the UK and the European Union: it did the right thing in setting up Action 2000 - but only after several months' delay, made worse by the appointment of

a very much part-time chairman. Time is not something we have on our side!

But why should directors panic? For a start, is your company secure in its position in the supply chain? Some leading enterprises are setting dates later this year beyond which they will terminate contracts with companies unable to guarantee satisfactorily that their systems comply with Y2K compliance standards.

Some of these big corporations are reluctant to provide hands-on assistance to smaller suppliers because of legal liability risks. Unilever has estimated that up to a fifth of its smaller suppliers may not meet the compliance requirement in time and are therefore likely to lose their business with the group. It is worth recalling that Midland Bank estimates that one-in-five companies may not survive the bug, so Unilever's situation is likely to be echoed in other sectors.

The UK government is getting tough, too. Has every one caught up with the implications for those dealing commercially with the Social Services Department? The minister, Frank Field, in a written answer on December 12, 1997, stated that "if we become aware that an organisation or supplier will not become Year 2000 compliant to our timetable... we will review our contractual

relationship with them, and consider alternative sources of supply." (Hansard, column 733).

Presumably the 'timetable' will be the date set for compliance by UK government departments of December, 1998, as against the deadline I had set of the end of September this year.

Another reason for concern by directors is the legal position: has the company disclosed the size of the problem to the shareholders? Has it recently issued a prospectus without disclosure? I am told by specialist lawyers that no director has an excuse that would hold up in court that he or she was 'unaware' of the problem.

In addition, is your company legally protected in relation to its own products and in its outsourcing contracts? Watch out for the domino effect in supply chains. Lawyers are in for a field day, I am afraid.

Before you turn to your insurance policy as a comfort, I should point out that insurance companies are taking cover themselves. The Association of British Insurers is warning companies that they cannot necessarily expect to be insured for problems the millennium bomb causes, and that many policies are to be rewritten with specific exclusion clauses. In the event of a claim, there is certain to be a challenge as to whether



Ian Taylor: 'Company directors had better ask themselves some tough questions'

the company had taken preventative measures which is just what so many have not done.

If I have raised a few alarm bells, then all to the good. For those inspired to go off and start work immediately, there is more bad news. For any company reasonably dependent on computers for production, accounting, marketing, analysis and supply, there may not be time to correct all the systems or the embedded chips - nor the available expertise to do so. So it will

Turn to back page

IT MANAGER: Wendy Merkle, Swiss Re Life & Health, By John Kavanagh

Women are in a minority in information technology and even more so in IT management.

Over the past 30 years, Wendy Merkle has worked her way up from data entry operator at DuPont in her native Canada to global head of IT at reinsurance company Swiss Re Life & Health, based for the last two years in London.

Swiss Re Life & Health was formed from the takeover by Swiss Reinsurance of Mercantile & General Reinsurance, where Mrs Merkle was already global head of IT. She has spent much of the last year travelling the world to consolidate and reduce the number of data centres run by Swiss Re Life & Health - eight when she started, supporting 80 different systems.

Her travels have highlighted different rates of success of women getting into IT management in different countries.

"In Canada, being a woman had little impact on my career. I was taken seriously quite early on," she says.

"My North America management team is four men and four women. In the UK, it's five and two - and in Zurich it was originally nine men plus me, now it's 12 men and two women."

She believes that companies can benefit by having more women managers.

"It's possibly more natural for a woman to relate to what people are going through in their personal lives," she says. "I've coached many husbands on my staff in juggling children, home life and work. Men seem to be more comfortable discussing these things with a woman, who's probably been through it herself. They often find it easier talking to me than they have to a male boss in the past."

She adds: "I'm not women's lib about this. Anyone can get to

## One woman's experience as a global head of IT

A successful manager sees a wider role for women in the male-dominated world of IT networks



Skilled on many fronts: Wendy Merkle 'knows how to juggle children, home life and IT management'

management - just get on with it."

"Just getting on with it" in IT at Swiss Re Life & Health demands the right attitude.

"We need IT skills but not just people who are in IT for the sake of it," Mrs Merkle says. "More importantly, we need people with the right attitude, who want to work for a global organisation and add value to the business."

"Most people can learn new technology; the challenge is to get their heads into the business and into a business team

attitude. Sometimes they work in virtual teams with other offices. Sometimes their work has to be adaptable so it can be used elsewhere. Sometimes we need them to travel to Zurich or New York at a couple of days' notice. Not everyone wants this. In fact I've actually talked some job applicants out of joining us."

Her own travels take her between the main data centres in Zurich, the City of London and New York, and smaller ones in Montreal, Toronto, Melbourne and Johannesburg, plus another

in London run by Cap Gemini, a facilities management company. These serve similarly dispersed offices.

She has 60 IT staff in London and a similar number in New York, with 24 in Zurich and a dozen in Johannesburg. Each centre has local management, and they all meet three or four times a year. "Every office was going its own way," she says. "We did an inventory of all the application systems and found around 80. We had to set up a database to keep track of them all."

All this is now changing quickly. "We had three data centres in North America; we now have one in New York. We also now have one database tool, Natural, running on IBM mainframes."

"The basic system is also being ported from New York to the UK, so we will have the same core technology in both centres - the same databases and data dictionaries. This means 65 per cent of our business will then be handled by similar systems."

Further consolidation of the main centres is possible as Mrs Merkle looks at moving the former Swiss Reinsurance Life & Health Division systems in Zurich to London.

Meanwhile, the former Mercantile & General contract with Cap Gemini expires in March 1999. Mrs Merkle is already pondering whether to consolidate that operation, too, into Swiss Re's London centre and bring its old systems up to date, or to continue to contract it out.

On top of all this she is leading development of an intranet as a key project in 1998, with extranet access for clients, plus electronic data interchange for

standard transactions with clients. She is also looking at the potential of a client/server set-up for later.

"We could have gone straight to client/server during all the consolidation work but we had a very good and robust system that was only five years old and it could have taken us two years or more to get to the same point with client/server," Mrs Merkle says.

"We won't use client/server for back-office systems but for front-office applications such as analysing our business. That way we can leverage our existing investment in mainframes."

That investment in mainframes and the client data it manages is already being built on through substantial data warehouse activity, which Mrs Merkle refers to as knowledge management.

"The life and health insurance markets are changing rapidly at present," she says. "With the continuing decline of the welfare state in the UK and growth in popularity of private medical insurance, long-term care and other related policies, we have had to adapt to change rapidly and develop the ability to manage vast amounts of information on risks. Indeed, the reinsurance market is all about managing risk."

"To do this successfully we need access to all the information available to enable us to make critical decisions. This means Life & Health is ahead of the rest of the group in developing data warehousing and other information and knowledge management capabilities. We are using our expertise across the whole of the group to raise the level of awareness and capability in data warehousing."

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## 16 NEW DIRECTIONS

THE WINTER OLYMPICS • By Rod Newing

## IBM in snow trial

After the problems in Atlanta, both IBM's systems and its whole Olympic future are on trial in Nagano, Japan

With just three days to go, this year's Winter Olympic Games in Nagano, Japan, will once again be heavily dependent on the support of IBM, the world's largest computer company.

However, the future of this long-term partnership is currently uncertain, with further negotiations due to take place after the games end. IBM provides sponsorship to each Olympic games through the provision of its own equipment and services, as well as acting as integrator for the other technology sponsors' products.

IBM has been involved with both the summer and winter Olympics since

Squaw Valley in 1960. It is working under a long-term contract with the International Olympic Committee (IOC) that allows systems to be re-used, reduces risks and costs and smoothes the transition between games.

However, things went wrong for IBM at the last summer games in Atlanta, when the world's press were initially unable to get results. The problem was caused by the World News Press Agency (WNPA) system, which supplied a common results service to eleven national and international wire services. This was a newly-built system that replaced the individually tailored 'news feeds' supplied

by previous games.

"The press agencies had slow modems (the device that translates the data from the telephone line into computer code) and wanted full acknowledgement of each packet of data," explained Ron Palmich, director of IBM's Olympic games project, speaking during the Atlanta games. "This meant we had to transmit results to each agency in turn. We solved the bottleneck problem by sending the data to all of them at the same time, without acknowledgement, and everything then worked fine."

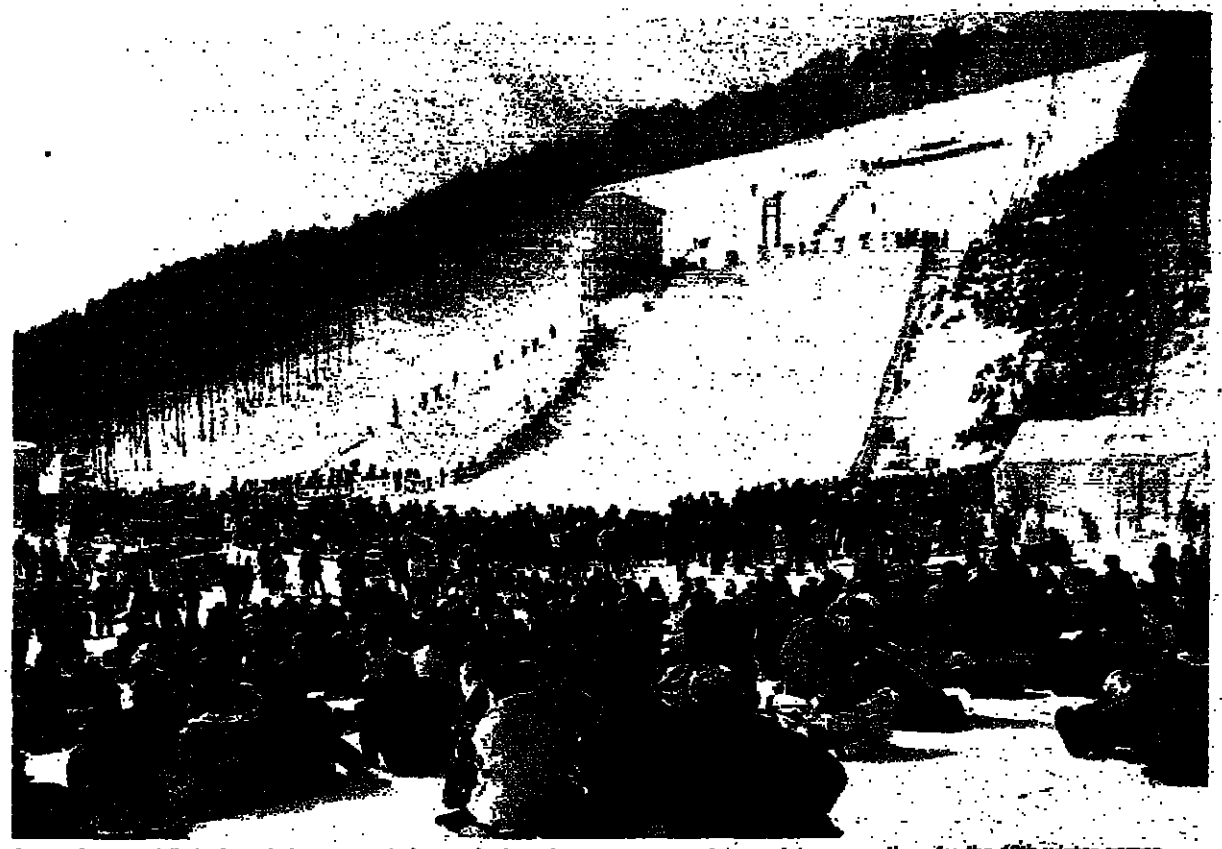
A problem such as this should never have passed the testing stage. But Mr Palmich had an astonishing explanation: "None of the agencies wanted to pay for a line to test it, so testing was done by diskette." The test

should have been carried out live. However, the overall systems management of the games, which cannot be subjected to a full-scale test, ran well.

IBM has looked at the agency results system carefully since Atlanta. "We have worked closely with the agencies to document their requirements and the International Olympic Committee has participated in the discussions," says Victor Tang, director of client relations for IBM's Worldwide Olympic Technology. "We have redesigned the technology, which we have checked with the agencies, and developed a set of operational tools to monitor the system. It has formed part of our 14 months of continuous testing for the Nagano systems."

Although smaller in scale than the summer games, the Nagano Olympic Organising Committee (NAOC) still has to arrange the equivalent to 15 world championships, compared with 40 in the summer. They have the same problem as any Olympic organising committee, in that they have to start from scratch, build up towards a non-negotiable start date and then dissolve the whole organisation after the event.

The long-term sponsorship deal means that the IOC has a perpetual licence to use the software written to support the Olympics, although IBM retains ownership. Unlike the heat of Atlanta, the hardware and networks will have to cope with a cold, windy and wet environment. IBM also has to meet the non-negotiable start date, as well as coping with last-minute changes.



January's snow-falls in Japan's 'snow country' were the last element necessary to complete preparations for the 16th winter games



Computer tests in Nagano: the official Internet website is designed to handle record numbers of up to 100 million 'hits' a day. The Olympics' website is: <http://nagano.olympic.org>

Picture by IBM

The systems in use in Nagano are essentially the same as at Atlanta, with many having been used since earlier games. The software has always been multi-lingual, working with English and French, the two official languages of the Olympic games, together with the local language for each event. In this case, the software works with the local Japanese Kana alphabet, for which each character requires double the space of a normal character.

The main change for Nagano is that Info 98, the games' internal information system, has been 're-architected' as an intranet application. It uses the Domino and Notes products from Lotus, which became an IBM

subsidiary too late to be considered for use in Atlanta.

John Chiavelli, who manages the official Internet site (<http://nagano.olympic.org>), has the task of capturing the spirit of the games, electronically. "The use of sports Web sites is growing seven-fold a year," he says. "We set a record of 17m hits per day in Atlanta, but we have designed the Nagano site to handle up to 100m."

As at Atlanta, visitors to the site can send e-mail to their favourite athletes, who read it at the private "Surf Shack" that IBM runs for them in the Olympic village. To run the Nagano Winter Olympic Games involves two S/390 mainframe servers, 85 RS/6000s, five AS/400s and 4,000 desktop and notebook PCs.

Although individual elements of the system have been tested for 14 months, it is impossible to conduct a full-scale test of the system. A problem in common with all the Olympic systems is that they have to be capable of use with only minimal training by many of the 36,000 volunteers and the other 31,000 members of the

Olympic family, consisting of officials, coaches, athletes and the media. "The winter games are smaller in scale than the summer games, but there is much more time-dependency," points out Tom Furey, IBM's general manager of worldwide Olympic technology. "There are more high-speed events and you have the vagaries of having events postponed because of weather conditions. There are fewer problems to worry about, but they are more intense."

IBM's chief executive, Lou Gerstner, along with president Juan Samaranch of the IOC, agreed over a year ago that the two organisations, together with the organising committee, would form an executive steering committee. "All parties focused on the major issues ahead of time and the new management system has worked very well," says Mr Furey. "The IOC has also become incredibly knowledgeable about the problems involved in providing information."


But it isn't just IBM's systems that are on trial in Nagano. IBM's long-term

sponsorship contract with the IOC expires after the Sydney games. However, an option to extend it by four years to cover the games in Salt Lake City and Athens was not exercised by the due date of the end of 1998.

"We told the IOC that we would like to do it if we can work out the details," says Mr Furey. "We've been in negotiation with the IOC and we have agreed to continue that negotiation after the Nagano games because we have both run out of time."

IBM has a good chance of enhancing its reputation in Nagano during the 16 days of the Winter Olympics, which run from Saturday, February 7 to Sunday, February 22. However, if there are any high profile technical problems, then EDS, the IT-services company and lead sponsor of the World Cup '98, is waiting in the wings and it has already indicated its desire to discuss the possibility of taking on the lead Olympic sponsorship.

An FT Survey on the Winter Olympics will be published this Friday, February 6.



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Solutions for a small planet

### GUEST COLUMN

## Act now to defuse the Millennium bomb

□ From previous page:

cost more than you think, and may require prioritisation of the areas on which remedial work is conducted. In other words, parts of the business may not survive. And remember, the reason why correction should be carried out this year is not just the problems I have mentioned above, but the requirement for testing, which is fraught with difficulty, could take some months and a considerable chunk of the overall budget.

So perhaps the auditors will look kindly on the treatment of costs? Sorry. The UK's Accounting Standards Board published, in November 1997, draft rules requiring companies to disclose the costs and write them off against profits. They can't be treated as exceptional items.

These rulings could create quite a dent in a company's profitability, and not one which can be deferred. Auditors may start to qualify accounts of some companies over the next accounting period if insufficient progress in tackling compliance is discovered, and the auditor will stick closely to its role as only to review the quality of the management's preparations, not to sort out problems as part of the audit process. In addition, the Financial Services Agency

has indicated that it will intervene where necessary in the area it regulates to protect investors, or market integrity. It is not convinced that companies have taken the right Y2K measures. The chairman was quoted as saying that: "our consistent message to firms in the financial sector is that they should all by now have a compliance programme, which allocates responsibility, requires regular reports to the board and furnish necessary resources."

This is a sensible requirement. It indicates that dealing with the problem is a management responsibility at chief executive level - not just a technical matter. Do not rely on the technical manager.

What about government itself? We know that correcting the problem in the UK's central government departments will cost £370m and should largely be finished by the end of this year. (Hansard, November 27, 1997). But when I asked the Chancellor of the Duchy whether the cost for public services as a whole would be well over £1bn, he replied: "No one has an accurate estimate of the ballpark figure for public services."

Which must mean that a full compliance audit has yet to be completed. I suspect, in

agreement with the Liberal Democrat spokesman, Malcolm Evans, that the figure will end up nearer £2bn.

This is not difficult to justify, especially when compared with the billions being put aside by the largest private sector companies. For example, Mike Smith, a professor at St. Bartholomew's Hospital in London, has estimated that the cost in the National Health Service is likely to reach £500m, for which the trusts have made no financial provision.

He added that a 10 per cent computer failure rate would lead to up to 1,500 deaths. No wonder the chief executive of the NHS has described millennium compliance as the "highest non-clinical priority in the NHS".

But statistics like these might be said to create panic. The only way to avoid it is to make a massive effort to tackle the problem, devote the necessary resources, start to prioritise key areas, and cancel all leave over Christmas and New Year at the turn of the century. And take care on your way to the Millennium Dome.

The writer, Ian Taylor is Conservative MP for Esher and Walton. He was Minister for Science and Technology in the UK's previous government. He is a Director of Hanson Venture Partners and of Napision Software UK.